

Full Length Research

Job Satisfaction as Correlate of Performance Productivity Among Professional and Paraprofessional Library Staff in Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo, Nigeria

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The study is on Job Satisfaction as Correlate of Performance Productivity Among Professional and Paraprofessional Library Staff in Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo, Nigeria. Total population sampling research design was used for the study. The population comprised all the librarians and library officers in Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo. Likert type scales was used asked questions on Job Satisfaction as Correlate of Performance Productivity among Professional and Paraprofessional Library Staff in Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo, Nigeria. The researchers collected the data through face-to-face administration of questionnaire. The responses from the respondents were collected, aggregated, and presented in a tabular form. Based on the results and mean accepted value, the degree of job satisfaction among professional and paraprofessional library staffs are: they are satisfied with the physical environment of the library, they are satisfied with their job personal growth, they love the organization culture of the library, they are satisfied with the social prestige of librarianship, they are satisfied with the promotion policy of my work place, they love the nature of my work, they love the ICT infrastructure in their library, they love communication level with my co-workers, they are satisfied with the communication link with their supervisor.

Key Words: Job Satisfaction, Performance Productivity, Professional and Paraprofessional Library Staff, Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo, Nigeria

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INTRODUCTION

According to Somvir and Kaushik (2012) in Yaya (2019) job referred to occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction is the way one feels about events, rewards, people, relation and amount of mental gladness on the job. Job could also be defined as work for which one receives regular payment or appreciation. Hence, job satisfaction can be defined as an emotional response to a job situation

which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living.

Williams, (2004) in Chuks-Ibe and Ozioko, (2014) expressed that job satisfaction is a general affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different "facets" or "dimensions" of satisfaction. Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include: co-workers, pay, job conditions, supervision, nature of the work and benefits.

Horenstein(1993) in Khan and Ahmed (2013) expressed that job is an important aspect of life, and it occupies a lot of personal time compared to any other single activity and provides the financial basis for a persons' lifestyle. It is believed that satisfaction at work influences many aspects of work such as efficiency, productivity, absenteeism, turnovers rates, and intention to quit. In the age of digital transaction, the job of LIS Professionals has become more important because they navigate, organize, preserve and disseminate human knowledge. In Nigeria, all universities have their policies to assist their employees, in which librarians are most important. Thus, the focus on LIS Professionals' job satisfaction regarding their salaries, promotion opportunities, Supervision, benefits, rewards, and nature of work were considered (Khan and Ahmed 2013).For this reason, Oshagbemi (2000) in Ikonne and Onuoha (2015) asserts that the ability of any organization to achieve its goals depends on its capability to attract, retain, and even maintain competent and satisfied staff into its employment. It is in view of this that he concludes that every organization that has goals to achieve should have satisfied and happy staff.

Summarily, thus, Leckie and Brett (1997) argued the question of what makes academic librarians satisfied or dissatisfied with their work over the long run, has been of interest for decades and has generated a number of studies. Therefore, D'Elia (1979) in Leckie and Brett (1997) observed that, in much of the research about job satisfaction among academic librarians, two kinds of relationships have been investigated. The first of these is the relationship between the characteristics of professional work and their job satisfaction. Studies taken in this approach have looked at specific components of professional work, including workload, autonomy, creativity, challenge, specialization, decision-making, control, salary, benefits, and various other characteristics.

Statement of the Problem

Librarianship as a profession is still traditional in developing countries compared to developed world where ICT applications are well grounded. Many students in these developing countries do not want to study librarianship due to its social status compare to banking, law, medicine and so on as many in society believed that the course is all about taking care of books, which is not so. The profession is about information resource management and dissemination. These issues of social status of librarianship has contributed to the reason why many librarians and library officers do not get satisfied with the profession as many still think of changing the profession for lucrative purpose, environmental conduciveness, social acceptance and some other reasons. And if someone is not satisfied with his job, there is tendency of negative effect on performance productivity. Based on this note, the researchers want to investigate the job satisfaction as correlate of performance productivity among para- professional and professional librarians of Adeyemi Federal University of Education, Ondo.

Purpose of the Study

- 1.To investigate the degree of job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo.
- 2.To find out the effects of job satisfaction on performance productivity of professional and paraprofessional library staff, Adeyemi Federal University of Education, Ondo.
- 3.To examine the challenges to job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo.
- 4.To proffer solutions to the challenges to job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo.

Research Questions

1. What is the degree of job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?
2. What are the effects of job satisfaction on performance productivity of professional and paraprofessional library staff, Adeyemi Federal University of Education, Ondo?

3. What are the challenges to job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?
4. What are the proffer solutions to challenges of job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?

Hypothesis:

Ho1: There is no significant relationship between job satisfaction and performance productivity among Adeyemi Federal University of Education Library Staff

Review of Related Literature

It is an undisputed fact that the library job in Africa and even in developed countries is primarily service oriented work. Work has been seen by scholars as an essential aspect of human life in every society. It could be used as an index of measuring success, or failure. Also, it could be used as an instrument to determine input and output ratios of human endeavour in work organisation. Library work requires both professional and non-professional skills by personnel. Such personnel need to be motivated so that they can perform their duties creditably and contribute towards the achievement of library goals, policies and objectives. It is assumed that motivation normally leads to high job productivity or performance by workers. In all academic institutions, the library is seen as the "engine house" for academic activities. As such, library personnel, especially the professionals, need to be motivated so as to perform their duties creditably (Edem, 1999).

Moser, (1997) in Khan and Ahmed, (2013) opined that job satisfaction is so important because its absence often leads to lethargy and reduce organizational commitment. Sierpe (1999), Togia, Koustelios, and Tsigilis (2004) and Tysick and Babb (2006) in Khan and Ahmed, (2013) surveyed Job Satisfaction among universities librarians at Quebec. Spector's Job Satisfaction Survey (JSS) instrument was used to collect the data from 81 (74.3%) librarians. Result of the study shows that although librarians serving were generally satisfied. However, they were dissatisfied with communication and operating procedures. Similarly, they examined Job satisfaction among Greek academic librarians. The study concluded that respondents were satisfied with their jobs and dissatisfied with pay and promotions policies. It was recommended that university authorities should provide librarians the same status as for teaching staff. The researchers' concluded that such benefits would enable them to share their skills and serve community extremely well.

Furthermore, a study of Horenstein (1993), Murray (1999) in Khan and Ahmed, (2013) showed that both LIS Professionals and non-professionals were satisfied with their duties. However, LIS Professionals were more satisfied than non-professionals in their nature of work, obligation and gratitude, advancement, remuneration and in overall job satisfaction. Also job satisfaction of academic librarians was examined as it relates to faculty status. A total of 300 librarians at the United States participated in the study. Data analysis shows that respondent with academic rank were more satisfied than non-faculty groups. In addition, Marjorie (n.d) in Leckie and Brett (1997) explored satisfaction with faculty status, and found that librarians with professorial ranks and titles were the most satisfied.

The concept and definition of job satisfaction are intertwined. For Vroom, (2000) as cited by Ikonne and Onuoha (2015) explained that positive attitudes toward one's job are technically equivalent to job satisfaction. On the other hand, if one has negative attitudes toward one's job, it is equivalent to job dissatisfaction. He equally contends that job satisfaction, attitudes, and morality at work share the same definition. On the contrary, if workers have bad attitude about work, that shows that they are not satisfied with their work.

According to Ikonne and Onuoha (2015) some other authors have argued in favor of the control of job satisfaction by factors intrinsic and extrinsic to the workers. Rose, (2005) and Wilson, (2000) in Ikonne and Onuoha (2015) posit that these factors are those that surround the job itself and that they have the greatest impact on job satisfaction. Intrinsic factors come in the form of self worth, personal growth and professional development, and a supportive environment in which to work. However, in his later study, it was argued that the intrinsic rewards may matter significantly less than it is sometimes assumed once a greater range of influence is introduced. Therefore, he postulates that one needs to expand the range of causality. On the other hand, extrinsic factors are external job related variables that would include salary, supervision, and working conditions, rewards bestowed upon individual by the organization, supervisors, or even peers.

In a study, Edem (1997) opined that job satisfaction is viewed as a unitary concept which is constituted of a many dimensions. Indeed, it is the combination of these various dimensions that can really make one express job satisfaction. Job satisfaction is seen from a multidimensional perspective of ten dimensions: achievement, responsibility, recognition, advancement, works itself, salary, job security, office accommodation; policies,

administration, and supervision. Of these ten dimensions, the first five are termed and viewed as the "intrinsic dimensions," while the last five are termed the "extrinsic dimensions" by the researcher. These terminologies are commonly used in library management literature and do not need redefinition.

Owolabi and Salaam, (2010), Amune (2013) in Ikonne and Onuoha (2015) investigated the job satisfaction and organizational commitment of academic librarian in Nigerian Universities and discovered that the majority of the academic librarians were satisfied with their jobs because they had attractive salaries and wages. The study showed that job motivation as a predictor of job satisfaction among professional and non-professional library staff that library staff derived most satisfaction from salary/pay, library policies and administration, advancement and personal growth and job security.

In brief, Chuks-Ibe and Ozioko (2014) in Yaya (2014), in their study, revealed that lack of opportunities for socialization and promotion, lack of managerial skills by administrators and bad library tools are some of the problems associated with job satisfaction. Also, challenges identified includes lack of training, lower payment, poor promotion policy, shortage of staff, favoritism, lack of technology, bureaucracy and lack of institutional support. However, it was recommended that annual leave and medical coverage should be made a regular benefit for the librarians and that academic librarians should be encouraged through sponsorship to attend conferences, workshops and seminars as these will enable them acquire more knowledge and competence. In addition, the study recommended advance training, conducive environment, salary increment, effective promotion policy and review of LIS curriculum, among others for librarians in Nigerian libraries, which will serve as index to performance productivity in librarianship (Sambo, 2016)

METHODOLOGY

Research Design

Total population sampling research design was used for the study. This is suitable for the research because the entire population were used. Total population sampling technique is a type of purposive sampling technique where you choose to examine the entire population that have a particular set of characteristics (e.g. Librarians and Library Officers).

Population of the Study

The population comprised all the librarians and library officers in Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo.

Research Instrument

The research instrument was adapted by the researchers and used for the study. Section A comprises information on Biodata; Section B was on Likert type scales which asked questions on Job Satisfaction as Correlate of Performance Productivity among Professional and Paraprofessional Library Staff in Bab Fafunwa Library, Adeyemi Federal University of Education, Ondo, Nigeria

Validity of Instrument

To ensure the validity of the instrument, samples of questionnaire were given to expert in the field of librarianship in the University Library of the Adeyemi Federal University of Education, Ondo. Observations and corrections made assisted in validating the research instrument.

Procedure for Data Collection

The researchers collected the data through face-to-face administration of questionnaire. This involves going to the various offices to administer the questionnaire and collecting them back at the same time.

Procedure for Data Analysis

The responses from the respondents were collected, aggregated, and presented in a tabular form. Based on this, frequencies of occurrence were established and used for the analysis using percentages, mean and standard deviation.

Answer to Research Questions

Research Question 1: What is the degree of job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?

Table 1: Degree of Job Satisfaction Among Professional and Paraprofessional Library Staff

Item	SA	A	D	SD	Mean	Std. D.	Remark
I am satisfied with the Physical Environment of the Library	15	6	2	1	3.46	.83	Accepted
I am satisfied with my Job Personal Growth	7	12	1	4	2.91	1.02	Accepted
I love the organization Culture of the library.	7	12	4	1	3.04	.81	Accepted
I am satisfied with the Social Prestige of Librarianship	7	15	2	0	3.21	.59	Accepted
I am satisfied with Salary Pay	4	0	11	9	1.96	1.04	Not Accepted
I am satisfied with the Promotion policy of my work place	4	12	6	2	2.75	.85	Accepted
I love the Nature of my Work	7	14	2	1	3.13	.74	Accepted
I love the ICT Infrastructure in my Library	7	13	1	3	3.00	.93	Accepted
I love Communication level with my Co-workers	7	15	2	0	3.21	.59	Accepted
I am satisfied with the Communication link with my Supervisor	10	14	0	0	3.42	.50	Accepted

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Decision Value for Remark: 0.00 - 2.49 = Not Accepted, 2.50 - 4.00 = Accepted

Table 1 shows the degree of job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo. The staffs agreed to the following items: I am satisfied with the physical environment of the library ($\bar{x}=3.96$), I am satisfied with my Job personal growth ($\bar{x}=2.45$), I love the organization Culture of the library ($\bar{x}=2.45$), I am satisfied with the social prestige of librarianship ($\bar{x}=2.45$), I am satisfied with the promotion policy of my work place ($\bar{x}=2.45$), I love the nature of my work ($\bar{x}=2.45$), I love the ICT Infrastructure in my library ($\bar{x}=2.45$), I love communication level with my co-workers ($\bar{x}=2.45$), I am satisfied with the communication link with my supervisor ($\bar{x}=3.42$). The staffs did not agreed to the following items: I am satisfied with salary pay ($\bar{x}=1.96$). Based on the results and mean accepted value, the degree of job satisfaction among professional and paraprofessional library staffs are: they are satisfied with the physical environment of the library, they are satisfied with their job personal growth, they love the organization culture of the library, they are satisfied with the social prestige of librarianship, they are satisfied with the promotion policy of my work place, they love the nature of my work, they love the ICT infrastructure in their library, they love communication level with my co-workers, they are satisfied with the communication link with their supervisor. This agreed with Edem (1997) opined that job satisfaction is viewed as a unitary concept which is constituted of a many dimensions. Indeed, it is the combination of these various dimensions that can really make one express job satisfaction. Job satisfaction is seen from a multidimensional perspective of ten dimensions: achievement, responsibility, recognition, advancement, works itself, salary, job security, office accommodation; policies, administration, and supervision.

Research Question 2: What are the effects of job satisfaction on professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?

Table 6: Effect of Job Satisfaction on Performance Productivity of Professional and Paraprofessional Library Staff

Item	SA	A	D	SD	Mean	Std. D.	Remark
The Physical Environment of the library is attractive and it boost my morale	8	14	2	0	3.25	.61	Accepted
Personal growth is allowed by the authorities and it helps to increase my job performances	8	10	5	1	3.04	.86	Accepted
The organizational culture is friendly which helps to increase my job output	8	15	1	0	3.29	.55	Accepted
I am satisfy with the social prestige of librarianship which increases myperformance productivity	8	15	0	1	3.25	.68	Accepted
My promotion is regular and constant which helps to inspire me at work	0	10	14	0	2.41	.50	Not Accepted
ICT facilities are available at work which in turn helps me to be more productive	6	12	5	1	2.96	.81	Accepted
My salary is attractive and it helps to motivate my spirit to perform well at work	4	2	13	5	2.21	.98	Not Accepted

Key:SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Decision Value for Remark:0.00 - 2.49 = Not Accepted, 2.50 - 4.00 = Accepted

Table 2 highlights the effects of job satisfaction on professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo. The staffs agreed to the following items: The physical environment of the library is attractive and it boost my morale ($\bar{x} = 3.25$), personal growth is allowed by the authorities and it helps to increase my job performances ($\bar{x} = 3.04$), The organizational culture is friendly which helps to increase my job output ($\bar{x} = 3.29$), I am satisfy with the social prestige of librarianship which increases my performance productivity ($\bar{x} = 3.25$), and ICT facilities are available at work which in turn helps me to be more productive ($\bar{x} = 2.96$). The staffs do not agreed to the following items: My promotion is regular and constant which helps to inspire me at work ($\bar{x} = 2.41$), my salary is attractive and it helps to motivate my spirit to perform well at work ($\bar{x} = 2.21$). Based on the results and mean accepted value, the effects of job satisfaction on professional and paraprofessional library staff are: The physical environment of the library is attractive and it boost their morale, personal growth is allowed by the authorities and it helps to increase my job performances, The organizational culture is friendly which helps to increase my job output, I am satisfy with the social prestige of librarianship which increases my performance productivity, and ICT facilities are available at work which in turn helps me to be more productive. My promotion is regular and constant which helps to inspire me at work, my salary is attractive and it helps to motivate my spirit to perform well at work. The concept and definition of job satisfaction are intertwined. This contradict the experience of Owolabi and Salaam, (2010), Amune (2013) in Ikonne and Onuoha (2015) who investigated the job satisfaction and organizational commitment of academic librarian in Nigerian Universities and discovered that the majority of the academic librarians were satisfied with their jobs because they had attractive salaries and wages.

Research Question3: What are the challenges to job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?

Table 6: Challenges to Job Satisfaction among Professional and Paraprofessional Library Staff

Item	SA	A	D	SD	Mean	Std. D.	Remark
Lack of in-house training	18	4	2	0	3.67	.64	Accepted
Poor Salary Structure	18	4	2	0	3.67	.64	Accepted
Shortage of staff/Co-workers	16	7	1	0	3.63	.58	Accepted
Poor Promotion Policy	16	7	1	0	3.63	.58	Accepted
Bureaucracy/ Administrative Bottleneck	16	3	5	0	3.46	.83	Accepted
Technology obsolescence	0	0	24	0	2.00	.00	Not Accepted
Lack of institutional support for Educational Training	7	4	13	0	2.75	.90	Accepted
Favoritism	16	3	3	2	3.38	1.01	Accepted

Key:SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Decision Value for Remark:0.00 - 2.49 = *Not Accepted*, 2.50 - 4.00 = *Accepted*

Table 3 lists the challenges to job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo. The staffs agreed to the following items: Lack of in-house training (\bar{x} =3.96), poor salary structure (\bar{x} =2.26), shortage of staff/co-workers (\bar{x} =2.62), poor promotion policy (\bar{x} =2.26), bureaucracy/ administrative bottleneck (\bar{x} =2.26), lack of institutional support for educational training (\bar{x} =2.75), and favoritism (\bar{x} =3.38). The staffs did not agreed to the following items: Technology obsolescence (\bar{x} =2.00). Based on the results and mean accepted value, the challenges to job satisfaction among professional and paraprofessional library staffs are: Lack of in-house training, poor salary structure, shortage of staff/co-workers, poor promotion policy, bureaucracy/ administrative bottleneck, lack of institutional support for educational training and favoritism.

Research Question 4: What are the proffer solutions to the challenges of job satisfaction among professional and paraprofessional library staff of Adeyemi Federal University of Education, Ondo?

Table 6: Proffered Solutions to the Challenges to Job Satisfaction Among Professional and Paraprofessional Library Staff

Item	SA	A	D	SD	Mean	Std. D.	Remark
There should be organization of regular in-house training for staff	20	4	0	0	3.83	.38	Accepted
There should be salary structure review for staff	20	4	0	0	3.83	.38	Accepted
There should be employment of more staff.	20	4	0	0	3.83	.38	Accepted
There should be promotion policy review	20	4	0	0	3.83	.38	Accepted
Friendly Administrative system culture should be imbibed	20	4	0	0	3.83	.38	Accepted
Modern Technologies should be integrated into the system	15	9	0	0	3.63	.50	Accepted
Objectivity and rule of law should be adopted	15	9	0	0	3.63	.50	Accepted
Staff should be allowed to go for further Educational Development	20	4	0	0	3.83	.38	Accepted

Key:SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Decision Value for Remark:0.00 - 2.49 = *Not Accepted*, 2.50 - 4.00 = *Accepted*

Table 4 lists the proffer solutions to the challenges of job satisfaction among professional and paraprofessional library staffs of Adeyemi Federal University of Education, Ondo. The staffs agreed to the following items: There should be organization of regular in-house training for staff (\bar{x} =3.83), there should be salary structure review for staff (\bar{x} =3.83), there should be employment of more staff (\bar{x} =2.26), there should be promotion policy review (\bar{x} =3.83), friendly administrative system culture should be imbibed (\bar{x} =3.83), modern technologies should be integrated into the system (\bar{x} =3.63), objectivity and rule of law should be adopted (\bar{x} =3.63) and staff should be allowed to go for further educational development (\bar{x} =3.83). Based on the results and mean accepted value, the proffer solutions to the challenges of job satisfaction among professional and paraprofessional library staffs are: organization of regular in-house training for staff, salary structure review for staff, employment of more staff, promotion policy review, friendly administrative system culture should be imbibed, integration of modern technologies, adoption of objectivity and rule of law and staff should be allowed to go for further educational development.

Hypothesis

Ho3: There is no significant relationship between job satisfaction and performance productivity among Adeyemi Federal University of Education Library Staff.

Table 9: Summary of Pearson Product Moment Correlation Showing Relationship Between Job Satisfaction and Performance Productivity

Variable	Mean	Std. D	N	r	Sig(p)	Remark
Job Satisfaction	30.08	6.39	24	.686	.001	Significant
Performance Productivity	20.42	2.78				

Table 9 shows relationship between job satisfaction and performance productivity among Adeyemi Federal University of Education Library Staff. The table shows that there was significant relationship between job satisfaction and performance productivity among Adeyemi Federal University of Education Library Staff (N = 24; r = .686; p<0.05). Hence, hypothesis 1 is rejected

Conclusion and Recommendation

It is interesting to note that if librarians are well catered for by the university authorities in the area of giving them due recognition for a job well done, put in place a good leadership style for the administration of the university library coupled with a career development opportunity for librarians to enhance development of their managerial skills, and conducive work environment as well as improved remunerations (good salaries and wages); their level of productivity will be greatly improved from what is presently existing in most Nigerian public universities (Yaya, 2019).

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