

## **Full Length Research**

# **Job Demands and Job Satisfaction among the Librarians in Polytechnics in South-South, Nigeria**

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The study investigated job demands, and job satisfaction of librarians in South-South Nigerian polytechnics. Two research questions were answered in the study, while one hypothesis was formulated and tested in this study at a 0.05 level of significance. A correlational research design was adopted for this study. Population is comprised of 103 librarians in fifteen (15) polytechnic libraries at South-South Nigeria. There are eight federal polytechnics and seven state polytechnics spread across South-South Nigeria's six states. This research has a sample size of 103. The method of total enumeration sampling was applied. The population's modest size is the cause of this. The questionnaire served as the study's research tool for gathering data. The researchers personally went to each of the participating polytechnics to hand out questionnaires. The data obtained from the completed questionnaire were analysed using frequency and percentages to analyse the personal data in part one of the instrument, mean and standard deviation to answer the research questions one Pearson's product moment correlation coefficient (PPMCC) was used to answer research questions two while linear regression was used to test hypothesis one. Findings revealed that librarians at South-South Nigerian polytechnics have significant job demands in a number of areas related to their professional jobs. It recommended in the study that Polytechnics management initiate leadership techniques that honour and reward employee work. Feeling appreciated and included in decision-making increases the likelihood that librarians will be satisfied.

**Keywords:** Job Demands, Job Satisfaction, Librarians, Polytechnics, South-South, Nigeria.

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## **INTRODUCTION**

It is generally acknowledged that in order to personally fulfil one's responsibilities, one must be satisfied with one's employment. Since contented workers are more likely to go above and beyond in their work for the benefit of the company, it is important to establish reliable measures of job satisfaction, such as public acknowledgement of employees' contributions, room for professional growth, a pleasant workplace, and competitive pay and benefits. Workers in any industry, but especially those working in academic libraries, were more productive when they were happy in their jobs. This is due to the fact that productive and happy employees make a good business. Contrarily, if a person is unhappy in their position, they are likely to either leave or cause problems for the organization, which can lead to poor commitment and productivity (Yaya, 2019). To boost productivity and the company's capacity to hold on to its experienced staff, it's beneficial for every manager to look into what makes their subordinates happy on the job.

The existing literature defines job satisfaction as the sum of all the elements, physical, mental, and social that encourages employees to report feeling happy and fulfilled in their jobs. Another reason why employees' responsibilities at work are so crucial is that there are a lot of things that can happen to them when they're on the job (Naga & Satyavathi, 2017). They further claimed that employees have the right to a fair review in the event that they are unhappy with their assignments, have questions about their rights on the job, experience unsafe working conditions, have uncooperative co-workers, feel disrespected by their supervisor, or feel their opinions are not valued when decisions are being made. They can end up feeling cut off from the business because of it. Further, he stressed that in today's economy, companies simply cannot afford to have dissatisfied employees as such individuals would not perform up to their supervisor's expectations, leading to their termination and the subsequent increase in hiring costs. Consequently, companies benefit when they provide employees with a flexible work environment that makes them feel valued and part of the team. Employee morale is directly correlated to performance; when morale is low, workers are less motivated to improve.

Any aspect of a job, be it social, psychological, organizational, or physical, that requires on-going emotional or cognitive or physical exertion is considered a demand by Grundler and Cosmar (2017). A demand in the workplace can have beneficial or negative consequences, depending on the nature of the demand and the individual's ability to meet it. Positive reactions include things like motivation and stimulation, as well as work satisfaction; negative reactions include things like depression, anxiety, and burnout. It has been demonstrated that job expectations are one of the most common sources of stress in the workplace. Stress and negative long-term impacts can be caused by factors like long work hours and difficult shifts, high time pressure, ergonomic problems, and uncomfortable physical conditions. Some job resources, like having some say in how things are done or just feeling good about what you've accomplished, can help lessen the negative impact of these expectations, both in the short and long term.

Grundler and Cosmar (2017) who state that job demands include any aspect of a job that requires continuous mental and/or physical effort, whether it be cognitive or emotional. A continuum between the negative experience of burnout and the positive experience of engagement has been conceptualized as people's psychological relationships to their jobs. This idea is based on the idea that work engagement is the positive opposite of burnout, but that engagement is defined and operationalized independently. To rephrase, it is important to treat burnout and job engagement as two distinct concepts that need evaluation in their own right, regardless of whether there is a negative correlation between the two. For instance, research has shown that stressful physical environments, heavy workloads, and limited time all contribute to burnout rather than interest in one's job.

## **Statement of the Problem**

Librarians now face additional difficulties as a result of polytechnics' growing needs for digital information and services. Because technology is developing so quickly, librarians must be very digitally literate in order to assist staff and students. Eventually, librarians may become inefficient in that field, which could lead to job unhappiness, if they are unable to keep up with the growing needs for digital information and services in polytechnics.

According to Opeke (2019), a disgruntled librarian will either quit their position, be absent or late, or cause trouble for the organization. These librarians' seeming attitude may therefore result in a lack of dedication to their task, which lowers their performance. However, this could make it more difficult to satisfy library patrons' information needs, which would impede overall advancements in scholarship, research, and institutional development.

The links between job demands, and job satisfaction among librarians in polytechnics are not well understood, despite the vital role librarians play in supporting the academic mission of polytechnics. In particular, how well-equipped are librarians at South-South Nigerian polytechnics with their job demands? What is the effect on librarians' job satisfaction of employment demands like workload, time constraints, and patron expectations? What connection that exists between job expectations, and job satisfaction among polytechnic librarians? In light of this, the study intends to close this research gap by examining the connections between job demands, and job satisfaction of librarians in South-South Nigerian polytechnics.

## **Objectives of the Study**

The main objective of the study is to examine job demands, and job satisfaction of librarians in polytechnics in South-South, Nigeria. The specific objectives are:

- i. Investigate the extent of job demands among the librarians in polytechnics in South-South, Nigeria;  
Discover the relationship between job demands and job satisfaction among the librarians in polytechnics

## Research Questions

The following questions were answered in the study:

- i. What is the level of job demands among the librarians in polytechnic in South-South Nigeria?
- ii. What is the relationship between job demands and job satisfaction among the librarians?

## Research Hypothesis

The following hypothesis formulate and tested in the study at 0.05 level of significance.

- i. Job demands will not significantly predict job satisfaction among the librarians.

## Literature Review

As an institution responsible for collecting and arranging information resources, the library is believed to provide its users with efficient and effective information services. Maintaining a staff of highly competent and motivated individuals is, hence, essential for the library to provide excellent service to its users by making good use of its resources and meeting their on-going requirements. The authors Biju and Ganesan (2015) state that the phrase "job satisfaction" is a combination of the word's "job" and "satisfaction." The word "job" can mean either an individual's present role and duties at work or their employment with a particular business, whereas the word "satisfaction" is linked to getting what one needs. Concerning this matter, they advocated for the inclusion of the joy that results from labouring or striving for a greater objective in the term "job satisfaction." It all boils down to basic human needs and how work satisfies them. A person's evaluation of how well their job satisfies their varied needs is the source of this.

Job satisfaction refers to how one feels about one's work in regard to events, rewards, people, relationships, and the level of mental delight one has while on the job (Yaya, 2019). Therefore, any work that results in regular payment or recognition is considered a job. Rather than excluding labour done for the purpose of receiving a salary or pay, this definition encompasses work that one is appreciated for. Yaya derived his definition of job satisfaction as an emotional response to an inferable state at work from this premise. In a nutshell, it's the how people feel about their employment and all that comes with it. In order to make a living, it denotes a person's hopeful view of his profession.

Grundler and Cosmar (2017) cite Schaufeli and Bakker (2004), who state that job demands include any aspect of a job that requires continuous mental and/or physical effort, whether it be cognitive or emotional. A continuum between the negative experience of burnout and the positive experience of engagement has been conceptualized as people's psychological relationships to their jobs. This idea is based on the idea that work engagement is the positive opposite of burnout, but that engagement is defined and operationalized independently. To rephrase, it is important to treat burnout and job engagement as two distinct concepts that need evaluation in their own right, regardless of whether there is a negative correlation between the two. For instance, research has shown that stressful physical environments, heavy workloads, and limited time all contribute to burnout rather than interest in one's job (Hakanen et al., 2008).

According to De Simone and Planta (2017), nurses who report low levels of job satisfaction are more likely to leave the field. Researchers are continually studying the important factors that affect nurses' job satisfaction in order to build and improve theories and management solutions based on data. According to several studies (Al Maqbali, 2015; Lu et al., 2016; Schwendimann et al., 2016), demographics, occupational traits, and organizational characteristics all have an impact on job satisfaction. Multiple studies have shown a negative correlation between occupational stress and job satisfaction, suggesting that it may lead nurses to feel the need to leave their jobs or reduce the quality of care they provide (Bagheri et al., 2018; Gadirezadeh et al., 2017).

Occupational stress is defined as the negative mental and physical reactions that occur when an employee's skills do not match up with the demands placed on them at work. According to research by Knapp et al. (2017), job satisfaction is directly correlated with workplace autonomy, whereas turnover is influenced by this relationship indirectly. It is critical that librarians' emotional and psychological needs be primarily met in the library setting if we want them to work hard, receive a fair compensation, and improve their level of competence. In addition, as compared to other public organizations, non-profits provide different work responsibilities and levels of control over resources, which can impact how satisfied employees are with their jobs. Human service jobs are emotionally demanding, and little is known about the workplace resources that can make workers happier on the job (Newell, 2019).

Librarians experience occupational stress due to increased job pressure. They are obliged to work longer hours and

feel overworked because of role ambiguity, which occurs when there are competing expectations about what they should and should not do, who they should report to, and the objectives they are responsible for achieving. Furthermore, the continual and scattered responsibilities of teaching, ordinary library work, and contacts with students and colleagues often led to undue pressure and challenges, which might lead to occupational stress (Philip & Effiong, 2018). It is important to consider job expectations as well. These jobs typically require extended periods of mental and/or physical effort and can be somewhat costly. Demands from employers obstruct the resources' path to fulfilment in the workplace and further education. Time pressure, job intensity, and task pressure are widespread in the literature; we focus on hours worked and qualitative demands that embody these. Significant findings have resulted from the differentiation between challenge and hindrance needs. However, according to Mazzola and Disselhorst (2019), relatively few workers have a consistent perception of their workplace.

## Research Methods

The researchers in this study used a correlational research approach. Because it would help shed light on the relationship between many factors, the correlational study design was deemed appropriate. The purpose of this study was to investigate the nature of the link between librarians' digital literacy, and job satisfaction at polytechnics in South-South Nigeria using a correlational research approach. Pallister (2023) states that one non-experimental research approach that looks at the link between many variables is the correlational study design. Finding out if there is a relationship between the study variables is what it's utilized for. In this study, the population is comprised of 103 individuals. All fifteen (15) librarians employed at South-South Nigeria's federal and state polytechnics are part of this group. There are eight federal polytechnics and seven state polytechnics spread across South-South Nigeria's six states. This research has a sample size of 103. The method of total enumeration sampling was applied. The population's modest size is the cause of this. This is consistent with Canonizado (2021) assertion that complete population sampling should be employed when the population as a whole is small and has well-defined characteristics since employing only a portion of it may not measure what is wanted; it can avoid any potential bias that may result from the sample. The questionnaire served as the study's research tool for gathering data. The researchers personally went to each of the participating polytechnics to hand out questionnaires. Fifteen (15) Research Assistants from the several polytechnics were hired to support this endeavour. Copies of the completed questionnaire were retrieved as soon as possible in order to guarantee a very high retrieval rate. The data obtained from the completed questionnaire were analysed using frequency and percentages to analyse the personal data in part one of the instrument, mean and standard deviation to answer the research questions one Pearson's product moment correlation coefficient (PPMCC) was used to answer research questions two while linear regression was used to test hypothesis one.

## RESULT

**Table 1. Gender of the Participants**

Gender	Frequency	Percentage (%)
Male	44	45.4
Female	53	54.6
Total	97	100.0

The distribution of responders by gender is seen in Table 1. Of the participants at the fifteen polytechnics sampled from South-South Nigeria, 44 (45.4%) were men and 53 (54.6%) were women. This suggests that over half of the sample consisted of female individuals. This may also be another sign that there are more women than men working as librarians at South-South Nigerian polytechnics. According to the National Bureau of Statistics (2018) research, these demographics supported the idea that women make up a larger percentage of the workforce in specific fields, such as library and information science.

**Table 2.** Age of the Participants

Age	Frequency	Percentage (%)
20 years and below	3	3.2
21 – 30 years	14	14.7
31 – 40 years	36	37.9
41 – 50 years	31	32.6
51 years and above	11	11.6
Total	95	100.0

Table 2 shows the respondents' age distribution. Participants between the ages of 31 and 40 reported the greatest percentage value (37.9%), followed by those between the ages of 41 and 50 (32.6%). Individuals aged 21–30 reported a frequency of 14.7%, whilst those aged 51 and older indicated a frequency of 11.6%. This showed that a significant portion of the study's participants more than half of the research sample—were between the ages of 31 and 50.67 (70.5%).

**Table 3.** The extent of Librarians' Job Demand

S/N	Job Demands and its Dimensions	VLE	LE	ME	LE	VLE	Mean	SD
<b>A</b>								
<b>Pace and amount of work</b>								
1.	I have too much work to do as a librarian	5 (5.1%)	4 (4.1%)	15 (15.3%)	29 (29.6%)	45 (45.9%)	4.071	1.114
2.	I work extra hard in order to complete the given task in the library	2 (2.0%)	4 (4.1%)	12 (12.1%)	29 (29.3%)	52 (52.5%)	4.262	.964
3.	I am always in a hurry to perform any assigned task in the library	4 (4.1%)	7 (7.1%)	21 (21.4%)	35 (35.7%)	31 (31.7%)	3.836	1.081
4.	I prefer a calmer work pace	4 (4.1%)	3 (3.1%)	13 (13.4%)	28 (28.9%)	49 (50.5%)	4.185	1.054
Grand Mean/Standard Deviation							4.088	1.053
<b>B</b>								
<b>Mental load</b>								
5.	My work as a librarian demands so much concentration	1 (1.0%)	2 (2.0%)	11 (11.1%)	21 (21.2%)	64 (64.7%)	4.464	.848
6.	My library work requires continual thought	1 (1.0%)	2 (2.1%)	13 (13.5%)	29 (30.2%)	51 (53.2%)	4.322	.864
7.	I give continuous attention to my library work	1 (1.0%)	2 (2.1%)	8 (8.4%)	20 (21.1%)	64 (67.4%)	4.515	.823
8.	My work in the library requires a great deal of carefulness	1 (1.0%)	2 (2.0%)	10 (10.1%)	11 (11.1%)	75 (75.8%)	4.458	.833
Grand Mean/Standard Deviation							4.439	.842
<b>C</b>								
<b>Emotional demand</b>								

**Table 3 Continuation**

9	My work in the library demands a lot from me emotionally	1 (1.1%)	6 (6.1%)	20 (20.4%)	40 (40.8%)	31 (31.6%)	3.959	.929
10	In my work as a librarian, I feel that I am under an obligation to encourage co-staff to do their work as well as convince users to use the services of the library	1 (1.0%)	2 (2.0%)	13 (13.1%)	27 (27.3%)	56 (56.6%)	4.363	.862
11	I am confronted with things that affect me personally in my library	7 (7.2%)	16 (16.5%)	21 (21.6%)	35 (36.1%)	18 (18.6%)	3.422	1.180
12	My library work always put me in emotionally upsetting situations	14 (14.3%)	25 (25.5%)	25 (25.5%)	19 (19.4%)	15 (15.3%)	2.959	1.283
Grand Mean/Standard Deviation							3.675	1.063
<b>D Physical efforts</b>								
13	I am seriously bothered by having to lift or move loads in my library work	18 (18.2%)	10 (10.1%)	21 (21.2%)	28 (28.3%)	22 (22.2%)	3.262	1.396
14	As a librarian, I am seriously bothered by frequently having to bend down	16 (16.5%)	15 (15.5%)	26 (26.7%)	25 (25.8%)	15 (15.5%)	3.082	1.304
15	In my work as a librarian, I am seriously bothered by regularly having to reach up too high	18 (18.8%)	13 (13.5%)	21 (21.9%)	27 (28.1%)	17 (17.7%)	3.125	1.370
16	I am seriously bothered as a librarian, having to do the same movements continuously for a long period of time	14 (14.9%)	16 (17.0%)	25 (26.6%)	20 (21.3%)	19 (20.2%)	3.148	1.335
Grand Mean/Standard Deviation							3.154	1.351
<b>E Changes in tasks</b>								
17	The proposed changes in my tasks as a librarian have been very well introduced to me	2 (2.1%)	4 (4.1%)	25 (25.8%)	37 (38.1%)	29 (29.9%)	3.896	.951

**Table 3 continuation**

18	As a librarian, I find it difficult to adapt to changes in my tasks	38 (39.2%)	17 (17.5%)	15 (15.5%)	17 (17.5%)	10 (10.3%)	2.422	1.420
19	The changes in my work cause me problems	34 (35.1%)	23 (23.7%)	18 (18.5%)	10 (10.3%)	12 (12.4%)	2.412	1.382
20	The changes in my tasks as a librarian have negative consequences for me	38 (39.6%)	21 (21.9%)	11 (11.5%)	16 (16.7%)	10 (10.3%)	2.364	1.141
Grand Mean/Standard Deviation							2.773	1.223
<b>F Ambiguities about work</b>								
21	I know exactly what other people expect from me in my library work	2 (2.0%)	3 (3.1%)	18 (18.4%)	30 (30.6%)	45 (45.9%)	4.153	.967
22	As a librarian, I know exactly my responsibilities and which areas are not my responsibility	1 (1.0%)	3 (3.0%)	9 (9.2%)	28 (28.6%)	57 (58.2%)	4.398	.858
23	It is clear to me exactly what my tasks are in my library	0 (0.0%)	1 (1.0%)	12 (12.2%)	25 (25.5%)	60 (61.3%)	4.469	.748
24	I know exactly what I can expect of other people in my library	0 (0.0%)	1 (1.0%)	16 (16.4%)	35 (35.7%)	46 (46.9%)	4.285	.773
Grand Mean/Standard Deviation							4.326	.836
<b>G Uncertainty about the future</b>								
25	As a librarian, I know for certain I will still be working in one year's time	3 (3.1%)	9 (9.2%)	16 (16.3%)	22 (22.4%)	48 (49.0%)	4.051	1.143
26	As a librarian, I need more certainty (assurance) that I will keep my current job in the next year	11 (11.2%)	6 (6.2%)	12 (12.2%)	25 (25.5%)	44 (44.9%)	3.867	1.351
27	I need more certainty (assurance) that next year I will keep my current function level in my library work	9 (9.2%)	5 (5.1%)	18 (18.4%)	34 (34.7%)	32 (32.6%)	3.765	1.225
28	I need more certainty (assurance) as a librarian that my current library will still be in existence in one year's time	9 (9.3%)	6 (6.2%)	16 (16.5%)	22 (22.6%)	44 (45.4%)	3.886	1.306
Grand Mean/Standard Deviation							3.892	1.201
Overall Grand Mean/Standard Deviation							3.764	1.081

Decision Rule: Very Low Extent (VLE) = 1 – 1.50; Low Extent (LE) = 1.51 – 2.50; Moderate Extent (ME) = 2.51 – 3.50; Large Extent (LE) = 3.51 – 4.50; and Very Large Extent (VLE) = 4.51 – 5.00

The results of this study, which also examined the degree of job demand among librarians at South-South Nigerian polytechnics, are shown in Table 3. A 28-item job demand scale that assessed seven aspects—pace and amount of work, mental load, emotional demand, physical efforts, changes in tasks, ambiguity over work, and uncertainty about the future—was used to assess this. The results showed that librarians exhibited significant demands in several facets of their work,

in accordance with the decision rule.

Overall, the grand mean of 3.764 indicated that librarians face significant pressures in a variety of areas of their profession, falling within the large extent (LE) range of 3.51 to 4.50. This includes having too much work to perform (item 1 [ $M = 4.071$ ,  $SD = 1.114$ ]) and exerting additional effort to finish tasks at work (item 2 [ $M = 4.262$ ,  $SD = .964$ ]), as the participants indicated high levels of "pace and amount of work." In a similar vein, mental effort scored well, indicating the necessity of processing complex information while maintaining constant focus on job activities ( $M = 4.464$ ,  $SD = .848$ ), ideas ( $M = 4.322$ ,  $SD = .864$ ), and attention ( $M = 4.515$ ,  $SD = .823$ ).

For "physical efforts," a grand mean score of 3.154 was obtained. The number that is within the moderate extent (ME) threshold range of 2.51 to 3.50 indicates that librarians encounter a moderate level of physical effort at work. Physical efforts were shown to be physically taxing, even if they were not as demanding as certain occupations. This was especially true when it came to manual shelving, transporting products, and performing repetitive, continuous actions. High ratings for ambiguity and future uncertainty also indicate that many librarians are apprehensive about their job security, shifting duties, and the changing identities of libraries.

Crucially, four items dropped below 3.50, suggesting that people felt less overwhelmed by the demands of their jobs. Three of these factors are related to task changes: I find it difficult to adapt to changes in my tasks ( $M = 2.422$ ,  $SD = 1.420$ ); the changes in my work cause me problem ( $M = 2.412$ ,  $SD = 1.382$ ); and changes in my tasks as a librarian have a negative impact on me ( $M = 2.364$ ,  $SD = 1.141$ ). Emotional demand was the source of the fourth item: my library work always put me in emotionally demanding situation ( $M = 2.959$ ,  $SD = 1.283$ ). According to the below-threshold results, librarians do not see task changes or emotional interactions as the sources of their greatest work-related stress when compared to other aspects of job demand. This further suggests that librarians may have evolved a system to deal with the emotional component of service delivery and are quite flexible when jobs change. Nonetheless, the fact that most of the job demand measure's items were higher than 3.50 highlights the fact that librarians continue to deal with a significant number of demands at work.

**Table 4:** Pearson's Correlation between Librarians Job Demand and Job Satisfaction

	<i>N</i>	<i>M</i>	<i>SD</i>	<i>df</i>	<i>R</i>	<i>r</i> <sup>2</sup>	<i>P</i>	<i>Decision</i>
Job Demand	99	3.773	.592					
				97	.633	.400	< .05	Strong, positive
Job satisfaction	99	3.664	.654					

Job demand and job satisfaction have a substantial positive association, as indicated by the Pearson correlation coefficient ( $r(99) = .633$ ,  $p < .05$ ) in Table 4.5. Consequently, a favourable correlation between job satisfaction and job demand was discovered. This suggests that a rise in job demand can call for a rise in job satisfaction. However, this positive prediction suggests that some work-related responsibilities may serve as motivating challenges rather than devastating burdens. Therefore, some difficult jobs and their features may inspire employees to be more innovative, proactive, and find their work more interesting, which may increase their job satisfaction. According to the  $r^2$  (.400) statistic, 40% of the variation in job satisfaction may be attributed to job demand. According to Cohen's (1988) criteria, job demand has a moderate impact on job satisfaction, as indicated by the medium effect size indicated by  $r^2$  (.400).

**Table 5 :** Simple linear regression on job demand predicting job satisfaction

Effect	<i>B</i>	<i>SE</i>	<i>B</i>	<i>T</i>	95%CI		<i>P</i>
					<i>LL</i>	<i>UL</i>	
Job Demand	.699	.087	.633	8.057	.527	.872	<.001
$R^2 = .401$ , $F(1, 98) = 64.914$ , $P < .001$							

Note. *B* = unstandardized regression coefficient; *SE* = standard error of *B*;  $\beta$  = unstandardized beta coefficient; CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

Librarians working at polytechnics in South-South Nigeria had their job satisfaction rated and the relationship between job demand and it examined using a simple regression analysis. Job satisfaction is positively and strongly predicted by job demand ( $\beta = .633$ , 95% CI [.527, .872],  $t = 8.057$ ,  $p < .001$ ), as shown in Table 5, which indicates that the regression model is statistically significant. Job satisfaction increases by .699 for every one unit rise in demand, according to the data. Job demand explains 40.1% of the variation in job satisfaction, according to the  $R^2$  statistics. A significant relationship was shown by the analysis of variance statistics, with  $F(1, 98) = 64.194$ ,  $p < .001$ , suggesting that job demand may be used to predict work satisfaction. Thus, the second hypothesis was shown to be false.

**Table 4.:** Multiple regression on job demands dimensions predicting job satisfaction

	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>T</b>	<b>Part correlation</b>	<b>95% CI</b>		<b>p</b>
						<b>LL</b>	<b>UL</b>	
Pace and Amount of Work	-.100	.090	-.128	-1.106	-.083	-.279	.079	.272
Mental Load	.363	.091	.406	4.011	.299	.183	.543	<.001
Emotional Demand	.064	.096	.072	.664	.050	-.127	.255	.508
Physical Efforts	-.012	.064	-.022	-.186	-.014	-.140	.116	.853
Changes in Task	.254	.069	.383	3.693	.276	.117	.390	<.001
Ambiguities at Work	.078	.093	.080	.839	.063	-.107	.263	.404
Uncertainty about the Future	.155	.066	.230	2.359	.176	.024	.286	<.01

$$F(1, 97) = 12.795; R = .706; R^2 = .499; \text{Adj } R^2 = .460 \text{ (DW, 1.273); } P < .001$$

Note. *B* = unstandardized regression coefficient; *SE* = standard error of *B*;  $\beta$  = unstandardized beta coefficient; *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit

Also, the second hypothesis examined the nature of the predictive link between job demand and job satisfaction by analysing the aspects of job demand. In order to investigate the various aspects among polytechnic librarians, a multiple regression analysis was conducted. The overall results showed that the regression model was significant ( $F(1, 97) = 12.795, p < .001$ ), and the predictors (job demand dimensions: pace and amount of work, mental load, emotional demand, physical efforts, changes in task, ambiguity at work, and uncertainty about the future) explained about 49.9% of the variance in job satisfaction. This provided more evidence to reject the second hypothesis. Out of the seven job demand dimensions that were included in the model, the only ones that emerged as significant predictors of job satisfaction were mental load ( $\eta = .406, 95\% \text{ CI } [.183, .543], t = 4.011, p < .001$ ), changes in task ( $\beta = .383, 95\% \text{ CI } [.117, .390], t = 3.693, p < .001$ ), and uncertainty about the future ( $\beta = .230, 95\% \text{ CI } [.024, .286], t = 2.359, p < .01$ ).

The semi-partial correlation statistics for mental load, changes in task, and uncertainty about the future were .089, .077, and .032, respectively, suggesting that mental load accounted for 9% of the variance in job satisfaction, changes in task accounted for 7.7% and uncertainty about the future accounted for 3.2%. Among the three dimensions that established a significant relationship, mental load explained the largest variance in job satisfaction. In contrast, the other dimensions: pace and amount of work, emotional demand, physical efforts, and ambiguity at work were not significantly associated with job satisfaction (all *p*-values > .05).

## DISCUSSION

According to the study, librarians at South-South Nigerian polytechnics have significant job demands in a number of areas related to their professional jobs. Their everyday tasks were characterized by a high work tempo, mental strain, and the requirement for constant focus. This finding is consistent with previous research that indicates that, despite being seen as less physically demanding than other occupations, librarianship requires a significant amount of mental and emotional work because of its knowledge-intensive and service-oriented nature (Bakker & Demerouti, 2023). The job demands-resources (JD-R) model, which views such demands as important predictors of strain and burnout when not adequately balanced by resources, is further supported by the fact that librarians face significant job strain due to the demands of multitasking, maintaining accuracy, and managing information flow in dynamic institutional settings (Bakker & Demerouti, 2023).

However, the results also imply that librarians experience less stress when it comes to emotional strain and job adaptation. In contrast, other studies, (Kim et al., 2017; Qureshi et al., 2023) characterizes librarianship as emotionally taxing because of user interactions and service expectations. Resilience and flexibility developed by experience and professional training may be the reason for the decreased emphasis on emotional and task-change demands. However, the on-going worries about ambiguity and uncertainty about the future of librarianship draw attention to more general concerns about job security, changing institutional goals, and technological disruption all of which are topics that are frequently covered in modern library studies. The significant workload, mental strain, and uncertain professional future highlight the need for organizational interventions, such as clearer career pathways, workload management, and structural support to reduce risks of long-term occupational stress, even though librarians appear flexible and emotionally stable in their current roles.

The results showed that among librarians working at South-South Nigerian polytechnics, job demand and job

satisfaction are positively correlated. This implies that those who have more job demand are more satisfied with their jobs. The outcome confirms previous findings that some job demands can be perceived as stimulating rather than stressful, especially when they are connected to worthwhile projects and chances for professional development (Bakker & Demerouti, 2023). Librarians who face demanding but doable workloads would view them as chances to prove their abilities, maintain their interest, and feel more accomplished, all of which would raise their level of pleasure. This result supports the claim that not all job expectations cause stress; in certain situations, they might increase engagement and productivity. Managing a variety of tasks, including information management, user support, and adjusting to technology advancements, may improve librarians' perceptions of their jobs. According to Bakker and Demerouti (2023) and Qureshi et al. (2023), such expectations can foster creativity, problem-solving, and a sense of professional importance, all of which enhance job satisfaction. Contrary to the second hypothesis, which held that work demand would not predict job happiness, the data demonstrated that job satisfaction was positively predicted by employment demand. This means that increasing demand for jobs is a necessary condition for contentment in the workplace. The existing literature on the topic of job satisfaction, workload, and continuous demands at work is at odds with this notion. Research by Khan et al. (2014), for instance, indicated that employees' job satisfaction is impacted by burnout, which occurs when there are excessive demands and little resources. Employees' levels of job satisfaction were found to be clearly and negatively impacted by high job demand.

## CONCLUSION

This study looked at how job demands, and librarians' job satisfaction in South-South, Nigerian polytechnics. Four key conclusions were drawn. Job demand is strong predictor of job satisfaction. While other factors like emotional strain, physical demand and ambiguity at work did not positively predict satisfaction, mental load, task variations, and future uncertainty did, indicating that challenge-type demands can serve as motivators. Job demand predicted job satisfaction. Job satisfaction is significantly influenced job demands are essential to this process. Institutions can improve librarian satisfaction and the general standard of library service delivery in Nigerian polytechnics by encouraging digital competences, creating significant employment challenges, and assisting librarians at all career levels. Work demand play a major role in determining how satisfied librarians are with their jobs at polytechnics. Workplace resources that can foster job happiness include mental load, task diversity, and flexibility in response to unforeseen demands. Additionally, favourable correlation between employment resources such autonomy, communication, quality supervision, instrumentality, and diversity.

## RECOMMENDATIONS

The following recommendations are made:

1. Polytechnics management should create work structures that librarians in taking on challenging but fulfilling tasks without imposing undue emotional strain or unmanageable workloads that will only cause burnout. Job demands should emphasise challenge rather than strain. The results showed that mental load, changes in tasks, and uncertainty about the future were positive predictors of job satisfaction.
2. Polytechnics management initiate leadership techniques that honour and reward employee work. Feeling appreciated and included in decision-making increases the likelihood that librarians will be satisfied.

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