Effects of Job Satisfaction on Organizational Productivity of Library Professionals in Selected Academic Libraries in Southwest Nigeria.

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ABSTRACT

The purpose of this study was to assess the level of job satisfaction of library professionals as it affects the organizational productivity in selected academic libraries in southwest Nigeria. The descriptive research design was adopted for this study. The study population was made up of 94 librarians drawn from the six selected universities. Questionnaire instrument was used to gather relevant data. The data were analyzed with descriptive and inferential statistics using the Statistical Package for Social Sciences (SPSS). The findings revealed that job satisfaction positively and largely affects Organizational productivity of the professionals studied. This study thus concluded that job satisfaction has great impact in the overall Organizational Productivity of Library Professionals in academic libraries in Nigeria.

Introduction

University libraries are libraries that are attached to higher institution of learning; they are designed towards the achievement of the educational objectives of the institution. It is a central service unit of operation established to provide materials and facilities for study, teaching and research carried out in the university. The vision, mission and strategies which are selected by universities as a guide for meeting these functions, form the foundation on which the roles of university library are based. Therefore, the library caters for the information needs of the university by providing reading materials for the various programs of the university.

Job is a planned human activity. It is an exercise of man's faculties for the production of a particular desired goal in the form of goods and services. Job has been and will continue to be part and parcel of man's existence in this physical world. It is a means by which societal and individual needs are met. Therefore, job is very natural to man, controls and animates him both in everyday existence and in social and intellectual life. Job is not just about an employment; rather it goes further to mean an activity that produces something of value to and for the society.

Job satisfaction and productivity are vital issues in any establishment, be it an institution or corporate organization. In fact, anywhere work is done, the issue of satisfaction and level of productivity can never be over emphasized; this explains the rationale behind job appraisal, evaluation, and job redefinition and restructuring; because every establishment including the library faces the need for maximum performance, need to enhance staff satisfaction, and need to reduce loose and maximize proceeds. The achievements of these needs are vital for the sound and successful operation of the institution. Societal progress will not be fully attained unless productivity is high and workers are satisfied. The following according to Igbokwe (2011) can constitute sources of job satisfaction for a librarian: good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place and interesting work. The absence of these conditions might manifest in a decline in the physical and mental health of the worker, malingering and droopy attitude.

The effectiveness and efficiency of the service organizations like libraries is measured in terms of quality of its service delivered or rendered to its users. The quality of its service mainly depends upon the quality of workforce, which in turn directly depends on knowledge, performance, and satisfaction level of the professionals working in a given library. (Gowda, 2009).

Similarly, in the library, a satisfied library professional is regarded as a productive professional. A satisfied professional not only renders quality service to the users, but also ensures commitment to the library in which he/she is serving and contributes his/her might to its image building of the library. Human resources, both in private or public sector are the most assets essential in any given organization, hence must be handled with care. Motivation of the employee is the areas management should concern in other to ensure the realization of the planned goals and objective of their organization. It is the general understanding that job satisfaction is an attitude towards job. In other words job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Again, Gowda (2009) submitted that the level of job satisfaction of the library professionals largely depends upon much management related issues. He defined Job satisfaction as an attitude which results from balancing and summarization of many specific likes and dislikes experienced in connection with job. These attitudes maintain itself in evaluation of the job and of the employing organization.

On the other hand, Organizational productivity is defined as input divided by output. (Kemppila& Lonnqvist, 2003).

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Similarly Akid (2012) describes organizational productivity as a striking balance between all factors of production that will give the greatest result for the smallest effort, the relationship between result (output) and the means employed (input), efficiency and effectiveness, and elimination of waste in all aspects.

Also, productivity is the measure of output from input resulting from enhanced welfare packages. It results with the interaction of three types of resources, which are physical, financial, and human it is a measure of how well resources are combined and utilized to accomplish specific desirable result (Upev, (2015) citing Alamieyeseisha (2004)

However, librarian's attitude in terms of satisfaction towards work may have an effect on their performance. Given the conditions under which attitude and behavior are consistent, it would be expected that job satisfaction would be a way to speculate the level of performance. Job performance therefore, can be said to be an act of executing a command, duty, purpose, promise. It can also be seen a discernible, or assessable behavior of someone in a given situation. All institution aims at high productivity without which the goal and objective of such institution cannot be realized.

It is evident that the effectiveness of an organization such as the library depends immensely on the attitude of workers towards their job and their level of commitment to job performance. Generally, societal progress will not be fully attained unless productivity is high and workers are satisfied. According to Buchanan (2002), an individual performance is generally determined by factors such as motivation, the desire to do the job, the capability to do the job, and the work environment, the tools, material and information needed to do the job. If the problem is with the environment, the library management can adjust to promote higher performance. If a librarian lacks ability, the person can be trained, though the effect of such trainings seems unsatisfactory with some staff in terms of output. Most libraries therefore spend huge sums of money for training librarians for better performance; considering the vital roles of University library and their librarians.

Statement of the problem

Librarians are entrusted with the responsibility of having to select from a universe of rapidly proliferating records, growing at exponential rate, those that may be needed by their actual and potential users. Equally stating that the librarians are responsible for acquiring, describing, classifying, administering, preserving and organizing these materials by introducing effective access control devices and interpret their contents through personalized services

However, despite these important roles of librarians, some librarians still exhibit poor attitude towards their work and those they serve. This apparent attitude exhibited by some librarians might be linked to lack of job satisfaction and this leads to lack of commitment to work which makes them perform below expectations. This however will affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development.

It is in the light of the foregoing that this study seeks to investigate the effects of job satisfaction on organizational productivity of library professionals in selected academic libraries in Nigeria.

Objectives of the study

The goal of this study is to investigate the level of job satisfaction as its affects the organizational productivity of library professionals in selected academic libraries in south west Nigeria. The specific objectives of the study are to;
1) find out if the selected library professionals are satisfied with their job
2) determine the perceived level of job satisfaction of library professionals
3) find out the effect of job satisfaction on organizational productivity of the library professionals.

Research Questions

This study will provide answers to the following research questions
1. Are the library professionals satisfied with their job?
2. What is the level of job satisfaction of library professionals in the selected libraries?
3. What are the effects of job satisfaction on the organizational productivity of library professionals in the selected libraries?

Significance of the Study

Librarians play a significant role in the development of human capital which is fundamental for national economic growth and development worldwide. Ensuring their motivation at the workplace will enable them deliver quality services to their clientele. Such outstanding services provided by these employees create a niche in the sight of the patrons, which plays an essential role in providing users' satisfaction. Satisfaction at work influences many aspects of work such as efficiency, productivity, absenteeism, turnover rates and intention to quit (Amune 2014)

Academic librarians work in a unique setting. The challenge of being in a dynamic environment of research and learning is often viewed as an intangible benefit of their jobs. Yet, despite the excitement of participating in the constant changes in higher education over time, the daily reality of the university is one of ponderous stability: a very large proportion of the staff stay within the institution for their entire careers. Understanding how to motivate librarians is likely to be a critical factor for organizational success in an academic library.

Literature Review

Job Satisfaction of Library Professionals

Existing literature both in past and recent times have shown that job satisfaction can be seen as a positive attitude of a worker towards his job and a pleasurable emotional state resulting from the perception of one's job as fulfilling and also as a summary attitude that people experience about their work. (Adeyemo, 2000, Hodson and Sullivan 1990) Bamigboye, Buraimo and Ajani, (2008) revealed that the most notable predictors of job dissatisfaction amongst library staff include lack of appropriate reward for the expanded new roles, lack of recognition, lack of status, social security and social facilities, promotion, wages, social services and physical working conditions. In a related study conducted by Clark (2005), he indicated that the relationship between workers turnover and job satisfaction tends to be greater and consistent. In other words, the lower the satisfaction derived from the job, the higher the anticipated rate of attrition and the greater the job satisfaction, the lesser the probability of leaving the organization.

In the same vein, job satisfaction can be described as a primary requisite for any successful organization. If the University library professionals attain adequate job satisfaction, they will be in a position to fulfill the educational objectives and national goals. Hazarika. N. (nd).

Also, Somir (2012) citing Sudha (2003) opined that library profession is a people oriented profession which cannot escape from the clutches of conflicts and frustration. Age, mental status and years of experience have an impact on occupational role stress. Srivastava & Srivastava (2004) submitted that satisfaction about nature of job can be increased through job environment, training on IT and good monetary gains.

Also, Kaur (2006) reiterated that there is a need for contented and well satisfied librarians to make libraries more service oriented to their client and the main organizational determinants influencing workers job satisfaction and also establishing sensible organizational structures, delegating authority, promoting teamwork practice, developing job descriptions and evaluation systems, allowing employees' freedom of choice to perform job duties, providing employees' with training opportunities and motivations.

Policies aim at motivating library workers should be formulated. Adio and Popoola (2010) found that library managers and administrators in federal university libraries in Nigeria should formulate job satisfaction policies such as adequate provision of working facilities, provision of conducive working environment, work incentives study leave and allowances for improving career commitment of their librarians towards achieving quality education through proper funding of university libraries resource

Also, Mullins (2002) asserted that job satisfaction is complex and multi-dimensional in nature, and as such, can be differently perceived by different people. This complex and multi- dimensional nature of job satisfaction is as a result of the forces interplaying in the organization which include: the individual, management policies, attitude, rewards and punishment to mention but a few.

In her own submission, Amune (2014) quoting Adenike (2011) noted that effective job satisfaction can be hindered among academic staff through the following: unchallenging jobs, work over load, due to shortage of staff, lack of feedback on performance, lack of recognition for work done, lack of contingent rewards, lack of work tools, poor communication between managers and subordinates and lack of staff development required for skills to provide quality service.

Organizational Productivity of Library Professionals

Oyeboade (2016) in his work reiterated that organizations all over the world strive to improve and sustain productivity due to its profound impact; it leads to more income, more patronage and high growth rate. There are a lot of factors involved in the productivity of organization like academic libraries that are related to employee's satisfaction.

He also noted that the productivity of organization like the university library is measured in terms of frequency of user's information needs that is satisfied. In other to achieve this, Library personnel, need to be motivated. Employees must feel that they are the most essential part for the organization and they must be included in decision making process. This feeling leads them to be self-motivated and increases their working spirit. Several researchers established that emotionally intelligent worker is committed and use extra efforts to achieve organizational goals which in turn yield maximum productivity.

Researchers like Ogunsanwo (2012) Srivastava and Barmola (2011) confirmed that productivity is the rate at which a worker, an organization, or a country produces goods and services. It also means the expected output of manpower in ratio of the energy exerted for the job at hand; it could be further defined as the rate of power to produce an item or service in any organization.

In a study conducted by Ali and Adan (2013) on productivity of workers, it was revealed that the quality of environment in the workplace simply determines the level of employee's motivation, subsequent performance and productivity, and this shows that there is a relationship between office environment and productivity of employees; improved employee morale has direct relationship with their productivity in the organization; and that there is a positive relationship between working condition and employees productivity. Employee productivity is generally acknowledged as a necessary factor that enhances the growth and development of every organization in the human society.

According to Yaya, Opeke and Onuoha (2016), they submitted that productivity is the ability to produce an item or service in the organization. Also, they sees it as efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of labour, material, and machines. In any organization, productivity is important because it allows the business to be more cost effective. The more output a business has for a specific cause, the cheaper it is to produce the product. This in turn allows the business to have a higher profit. Productivity on the part of employees is important because getting your job done will help the company's growth. If the company grows and progresses, profits will increase. If profits in the company increase, not only will the bosses be happier but they will hire more people and give increase benefits to the employees. Thus, productivity is good to everyone and serves as an important ingredient for the survival and sustainable growth of every organization.

Methodology

Table 1. Distribution of Respondents by Institution.

Institution Library	Frequency	Percentage (%)
Adeleke University Library	9	9.6
Fountain University Library	5	5.3
Hezekiah Oluwasanmi Library	20	21.3
Osun State University Library	12	12.8
Tekena Tamuno Library	25	26.6
Kenneth Dike Library	23	24.5
Total	94	100.0

The study was conducted among library professionals in six academic libraries namely. Adeleke University Library Ede; Fountain University Library Osogbo; Hezekiah Oluwasanmi Library (Obafemi Awolowo University Ile-Ife) ; Osun State University Library Osogbo, Tekena Tamuno Library (Redeemers University Ede) and Kenneth Dike Library (University of Ibadan). It utilized the survey research design. The data collected were analyzed by Statistical Package for Social Sciences (SPSS).

Table 1 above shows the distribution of respondents according to their institution. It depicts that librarian from three (3) private university libraries namely: Adeleke University Library (9.6%), Fountain University Library (5.3%) and Redeemers University Library (26.6%) participated in the study. Others are Federal University Libraries: Hezekiah Oluwasanmi Library (21.3%), Kenneth Dike Library (24.5%) and One state University Library: Osun State University Library (12.8%).

Table 2.Job Satisfaction of library professionals.

Job Satisfaction Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Total (%)
I feel encouraged to come up with new and better ways of doing things.	26 (27.7)	56 (59.6)	7 (7.4)	5 (5.3)	0 (0)	94 (100)
My work gives me a feeling of personal accomplishment.	21 (21)	59 (59)	8 (8.5)	3 (3.2)	3 (3.2)	94 (100)
My job gives me the opportunity to learn.	24 (25.1)	56 (59.6)	6 (6.4)	1 (1.1)	7 (7.4)	94 (100)
I have the tools and resources I need to do my job.	12 (12.8)	54 (57.4)	9 (9.6)	10 (10.6)	9 (9.6)	94 (100)
I receive the right amount of recognition for my work.	27 (29.0)	34 (36.6)	7 (7.5)	18 (19.4)	7 (7.5)	93 (100)
I am aware of the advancement opportunities that exist in the institution for me.	25(27.2)	38(39.1)	9(9.8)	18(19.6)	4(4.3)	97 (100)
My job makes good use of my skills and abilities	18 (19.4)	43 (46.2)	16 (17.2)	7 (7.5)	9 (9.7)	93 (100)
I am satisfied with my involvement in decisions that affect my work	12 (12.9)	44 (47.3)	18 (19.4)	13 (14.0)	6 (6.5)	93 (100)
Considering everything, I am very satisfied with my job.	17 (18.1)	47 (50.0)	12 (12.8)	12 (12.8)	6 (6.4)	94 (100)
I am satisfied with the information I received from management on what's going on in the institution.	17 (18.3)	47 (50.5)	9 (9.7)	12 (12.9)	8 (8.6)	93 (100)

Table 2 above depicts that 59.6% of respondents agree that they feel encouraged to come up with new and better ways of doing things, while 27.7% strongly agree and 7.4% undecided and 5.3% disagree. The table also shows that 59% agree that their work gives them a feeling of personal accomplishment, while 21% are for strongly agree. Others are 8.5% for undecided, 3.2 % for disagree and strongly disagree respectively.

Also, the table also shows that 59.6% of respondents agree that their job gives them the opportunity to learn, while 25.1% of respondents choose strongly agree and 6.4 % undecided and 1.1% and 7.4% for disagree and strongly disagree respectively.

Furthermore, the table analyze that 57.4% of respondents agrees that they have the tools and resources needed to do their job. Also, 36.6 % of respondents agree that they receive the right amount of recognition for their work, while 19.4 % strongly disagrees. Again, 46.2% and 19.4% of respondents agrees and strongly agrees respectively that they are aware of the advancement opportunities that exist in the institution for them, while 19.6% and 4.3% are for disagree and strongly disagree respectively.

Also, the table shows that 19.4% and 46.2 % strongly agree and agree that their job makes good use of their skills and abilities, while 7.5% and 9.7% of respondents disagree and strongly disagree. Also, 47.3% and 12.9% agree and strongly disagree that they are satisfied with their involvement in decisions that affect their work, while 14.0 % and 6.5% disagree and strongly disagree.

50.0% of respondents agree that they are satisfied with the information they received from management on what's going on in their institutions, while 18.3% of respondents strongly agree that they are satisfied with the information they received from management on what's going on in their institutions, while 12.9 %and 8.6% of respondents disagree and strongly disagree with this assertion.

The table below shows organizational productivity of library and information professionals. Its reveals that 55.9% of respondents agree that their institution encourages their personal development which increase their input to the organization productivity, while 23.7 % strongly agree, 3.2 % disagree while 9.7% strongly disagree.

Also, 63.4 % of respondents agree that their performance has enhanced the level of usage of the library and its resources. 24.7 % of respondents strongly agree while 3.2% disagree. 60.2 % agree that users' services have greatly improved in their library, 23.7% strongly agree, while 5.4% disagree. The statement on the productivity of the library visited in the last three years reveals that 46.2 % of respondents are undecided, while 18.3 % agree and 34.4 % disagree.

Lastly, 50.0 % of respondents strongly agree that with their level of professionalism, their library can stand side by side with other libraries. 34.85 agree to this while 3.3 % disagree and 6.5 % strongly disagree.

Discussion of Findings

The finding shows that the result has positive relationship between Job Satisfaction and Organizational productivities of library professionals in academic libraries in Nigeria. The result demonstrated a positive correlation which was significant. It shows that Organizational productivity is largely affected by Job Satisfaction. This finding agrees with the statement that a satisfied library professional is regarded as a productive professional. This finding also agrees with Kaur (2006) suggestion that there is a need for contented and well satisfied librarians to make libraries more service oriented to their client and enhance productivity.

Conclusion

This study concluded that job satisfaction has great impact in the overall Organization Productivity of library professionals in academic libraries in Nigeria. Therefore, librarian and Information professionals should be adequately motivated in their duties to enhance effective and efficient performance that will lead to organizational performance. Also, academic library in Nigeria should do more to enhance the satisfaction of library professionals. This is because job satisfaction is primary requisite for any successful organization as demonstrated in the findings of this research

Table 3. Organizational Productivity of library Professionals.

Organization Productivity Items	SA (%)	A (%)	U (%)	D (%)	SD (%)	Total (%)
The institution encourages my personal development which increase my input to the organization productivity	22 (23.7)	52 (55.9)	7 (7.4)	3 (3.2)	9 (9.7)	93 (100)
My performance has enhanced the level of usage of the library and its resources.	23 (24.7)	59 (63.4)	8 (8.6)	3 (3.2)	0 (0)	100 ()
User's services have greatly improved in my library.	22 (23.7)	56 (60.2)	10 (10.8)	5 (5.4)	0 (0)	94 (100)
The productivity of my library has reduced in the last 3years.	1 (1.1)	17 (18.3)	43 (46.2)	32 (34.4)	0 (0)	94 (100)
With my level of professionalism, my library can stand side by side with other libraries.	46 (50.0)	32 (34.8)	5 (5.4)	3 (3.3)	6 (6.5)	92 (100)

work. Job satisfaction is very important because the academic libraries are more of service oriented to their client this will enhance effective service to library users.

Recommendation

The improvement of university education depends fundamentally, on the improvement of library services. Ways to increase librarians' motivation, satisfaction and capabilities should be the core processes upon which to build every effort that would make university education more effective. This is because, highly motivated and needs satisfied librarians can create a good social, psychological and physical climate in the library. Thus, it is hoped that if university administrators and educational policy makers can understand librarians' job satisfaction needs, they can design a reward system both to motivate librarians and meet the educational goals of the university.

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