

Factors Influencing Job Satisfaction of Library Personnel in Selected Academic Libraries in Ogun State, Nigeria

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Abstract

Job satisfaction is the positive disposition of a worker towards his job and a pleasing emotional condition as the effect from the view of one's job as rewarding. This paper investigated the factors influencing job satisfaction of library personnel in selected academic libraries in Ogun State, Nigeria. Descriptive research design was adopted for this study. The population of the study comprised 222 library personnel from six tertiary institutions namely: Federal University of Agriculture, Abeokuta; Olabisi Onabanjo University, Ago Iwoye; Federal Polytechnic, Ilaro; Moshood Abiola Polytechnic Abeokuta; Federal College of Education, Osiele, Abeokuta and Tai Solarin College of Education, Omu-Ijebu. A questionnaire was used as data collection instrument. Findings showed that the working environment of library personnel in the study area was good and their promotion was regular. More so, the study revealed cordial relationship in the work place, annual leave and promotion as and when due and good condition of service as factors that influence job satisfaction of the library personnel. Conducive environments, career advancement, recognition among the colleague, future prospect were the most factors that promote job satisfaction among library personnel. The challenges facing library personnel in selected academic libraries included inability to employ skilled person or expertise in the area of need, train and retrain personnel on what are expected of them in their job tasks and lack of adequate level of autonomy in discharging duties.

Keywords: *Job satisfaction, Library personnel, Academic libraries, Ogun State, Nigeria.*

Introduction

Job satisfaction is the positive disposition of a worker towards his job and a pleasing emotional condition as the effect from the view of his job as rewarding (Owolabi and Salaam, 2011). Similarly, Spector (2017) described job satisfaction as the feelings that workers have about their jobs, which has come to be recognised as one of the most crucial factors influencing workers' productivity, employee turnover, job commitment and organisational commitment in today's competitive environment. Furthermore, Bakotic and Babic (2013) maintained that job satisfaction is a person's feeling of fulfilment on the job, which acts as a motivation to job or work. Somvir and Kaushik (2012) added that job satisfaction is an expressive emotional reaction to job situations which cannot be seen but can only be inferred.

From the definitions it is obvious that job satisfaction relates to the attitudes, emotions and feelings about one's job and how these attitudes, emotions and feelings affect the job and the individual's life. Scholars have identified different aspects of job satisfaction which can significantly influence workers perceptions, feelings and emotional disposition towards an organisation. Lumely, Coetzee, Tladinyane and Ferreira (2021) generally regard these as the facets of job satisfaction which are the work itself, pay, benefits, promotional opportunities, supervision, relationship with co-workers, and working conditions. All these combine to shape the employees' feelings either positively or negatively towards his or her job. Hence, understanding workers and knowing what satisfies them in their jobs is very essential for organisational commitment.

Shaju and Subhashini (2017) equally highlighted some of the positive impacts of job satisfaction to include positive work values; high levels of employee motivation; lower rates of absenteeism, turnover and burnout. Conversely, an unsatisfied employee may cause undesirable job outcomes such as low productivity, stealing, moonlighting and demonstrating high rates of absenteeism. Suffice therefore to say that a highly satisfied worker may never even contemplate looking for job elsewhere, unlike a dissatisfied worker who is always in search for new job opportunities. This implies that library personnel in tertiary institutions with high job satisfaction would tend to show positive attitude towards their jobs and the organisation than those who are not satisfied. Hence high job satisfaction naturally leads to high employee commitment in most organisations. Job satisfaction is the rudiment for organisational commitment. Without job satisfaction, there cannot be organisational commitment.

Statement of the Problem

Job satisfaction is the key to employees' productivity and quality information services delivery in academic libraries. However, findings from recent studies show that job satisfaction of library personnel in academic libraries appears to be low. Bataineh (2014) revealed that (91.69%) had a low level satisfaction which may be as a result of poor reward, inadequate training and poor working condition. Thus, this study investigated factor influencing job satisfaction of library personnel in selected academic libraries in Ogun State, Nigeria.

Objectives of the Study

The main objective of this research was to examine factors influencing job satisfaction of library personnel of selected academic libraries in Ogun State. Specific objectives were to:

1. determine the level of job satisfaction of library personnel of selected academic libraries in Ogun State;
2. identify the factors that influence job satisfaction of library personnel of selected academic libraries in Ogun State, Nigeria
3. identify the challenges facing library personnel of selected academic libraries on their job satisfaction.

Literature Review

Job satisfaction is an emotional response to a job situation; it refers to how people feel about their jobs and different aspects of it (Yaya, Opeke and Onuoha, 2016). Basically, there are two levels of job satisfaction; low level and high level of job satisfaction which can affect various professional employees (Mehrah & Zangeneh, 2017, and Ademodi and Akintomide, 2015). Each of the levels is determined by intrinsic and extrinsic factors which significantly influence library personnel's feeling and also affect their commitment at workplace (Mehrah and Zangeneh, 2017). Typically, low level of job satisfaction leads to absenteeism and turnover amongst employees (Suleiman, 2013). Absenteeism is being frequently away from work especially without good reasons while turnover is the process by which library personnel leaves a library and he or she is replaced by other peoples (Lok and Crawford, 2003).

Gebremichael and Prasada (2013) clarified that the welfare of library personnel affects the level of job satisfaction. This implies that adequate welfare provision for library personnel can go a long way to prevent some negative behaviour and improve library personnel condition at place of work, whenever this welfare provision is unavailable or rather inadequate. Library personnel tend to manifest some unusual undesirable behaviours appearing in different forms, such as tardiness, absenteeism, insubordination and conflict, amongst others. Gebremichael and Prasada (2013) established that there is a relationship between job dissatisfaction and negative behaviours among library personnel. In academic libraries in general, literature revealed that lack of consideration for job satisfaction among library personnel can lead to poor organisational behaviour. Favourable working condition has also been found to affect the level of job satisfaction of library personnel positively.

There are different factors that influence job satisfaction such as work itself, pay, promotion, co-workers, supervision and work environment. Factors that influence job satisfaction had been noted by various scholars, among them is Luthans (2011). He stated five factors influencing job satisfaction dimensions which include work itself, remuneration, promotion, co-workers and supervision. Luthans (2011) and Lumley et. al. (2021) both explained the work itself as the extent to which the job provides the person with interesting tasks, opportunities for learning, and the opportunity to understand responsibility and that the content of the work itself is a major basis or source of job satisfaction. Chuks-Ibe and Ozioko (2014) stated that research has shown that satisfaction is higher when library personnel are mentally challenged particularly when they are provided with opportunities to use their skills, knowledge and abilities within a variety of responsibilities and functions. Luthans (2011) and Abdulla and Djebavni (2011) also described pay as the amount of salary that is received by a worker. They argued that pay is considered multidimensional factors in job satisfaction as they aid library personnel in achieving not only the lowest of level needs of physiological and security needs but may also aid in

providing the higher level needs such as self-actualization, personal achievement and growth Luthans (2011) conducted research which has shown that library personnel's perceptions with regards to the significance of their involvement to the organisation can be interpreted by the financial distribution they receive which aids in achieving higher level requirements such as sense of belonging. Odunewu (2005) established this fact when he stated that the salaries that the library personnel earns and their perceived job security are the only fascinating factors keeping Olabisi Onabanjo University library personnel committed to duties.

Luthans (2011) and Husain (2011) equally opined that promotion is viewed as the possibility of improvement within the organisation. Luthans (2011) noted that research has indicated that due to the diverse forms of and accompanying rewards associated with promotion opportunities, promotion has varying effects on job satisfaction. Luthans (2011) stated further that a person who is promoted based on performance would experience more satisfaction than one that is promoted purely on the basis of rank or seniority. The associated salary or pay, recognition or rewards connected with the promotion would influence the degree of satisfaction (Luthans, 2011). This implies that opportunity for promotion makes an average library personnel look towards the day when he will earn a promotion. Therefore, promotion is a reward for past performance, an encouragement to nudge him to continue to excel.

Udomisor and Haruna (2010) explained that co-workers cordial relationship determines the extent to which fellow workers are technically proficient and socially supportive. Research has shown that friendly, cooperative and proficient co-workers are modest sources of job satisfaction for individuals. Luthans (2011) opined that jobs that required interdependence between colleagues will have higher satisfaction. Relationship with the co-workers within the organisational structure is very important for the library personnel to develop appropriate terms and conditions with the co-library personnel. It is very important to create an atmosphere within the workplace where co-workers are able to relate with each other in a pleasant and an informal manner.

Amiable and friendly relationships with the co-library personnel enable the individuals to perform their assignments, jobs and work duties in an adequate manner. If the supervisor has provided to the workers some kind of explanation regarding the performance of the job duties and some of the library personnel may not have understood clearly, then they can always consult their co-library personnel and seek support and assistance from them. Therefore, approachable terms and relationships with the co-library personnel enable library personnel to enhance productivity and output and develop job satisfaction (Ademodi and Akintomide, 2015).

Udomisor and Haruna (2010) stated that supervision is the ability of the supervisor to provide technical help and behavioural support which is a determinant of job satisfaction. He stated further that job satisfaction increases when the immediate supervisor is accommodating, friendly, offers praise for good performance, listens to library personnel's opinions and shows personal interest in the library workers. It has been observed that worker who does not get promotion for a long time gets frustrated. Therefore it could affect his satisfaction. Supervisor support within the organisation is also important as the library personnel need guidance, direction and management from their supervisor. The support of the supervisor is one of the important factors for retention. Supervisor support is defined as the extent to which the academic library personnel and the administrators make provision of care for the welfare of the library personnel (Adeoye and Fields, 2014). When the library personnel feel that they are receiving support, care and assistance from their supervisor, they develop this viewpoint that they are being appreciated, hence, due to this, they feel satisfied with their jobs.

The working environment is perceived as another variable that influences job satisfaction (Luthans, 2011). The physical conditions or atmosphere in which people work is a crucial factor influencing the library employees' job satisfaction and commitment to the organisation (Bakotic and Babic, 2013). Ajala (2012) listed the key factors that influence environment which are temperature, humidity, ventilation, lighting, noise level, hygiene and sanitation, furniture and equipment, accommodation and other facilities. It is important for an individual to feel safe and secure within the employment setting. (Adeoye and Fields, 2014). The job security of library personnel will influence library personnel toward effective performance of their duties. On the other hands, a library personnel who feels insecure about his or her job might be reluctant to work maximally because of the fear of future loss of job. The researcher concluded that job satisfaction is slightly related to job security (Adeoye and Fields, 2014).

Within the employment setting, individuals feel satisfied when they are provided with the opportunities to make effective use of their skills and abilities. They have acquired training in the field of management or education, hence, an individual feels satisfied when opportunity is made available where he can make effective utilization of the education and training that he possess. When individuals are not able to utilize their knowledge, skills and abilities within the employment settings, they will not feel satisfied with the job (Adeoye and Fields, 2014).

In jobs, there are various kinds of job duties. Some job duties are not considered to be very difficult and workers are able to manage them in an effective manner whereas in other jobs, there are job duties that are quite demanding and challenging (Adeoye and Fields, 2014). Therefore, job duties contribute to a major extent in developing the attitude of job satisfaction amongst the library personnel. For example, if library personnel do not possess adequate knowledge and information, if

they are not experienced and find the job duties challenging, then they do not feel satisfied with their jobs (Adeoye and Fields, 2014)

Educational qualifications are the degrees, diplomas, certificates, professional titles and so forth that an individual has acquired whether by full-time study, part-time study whether conferred in the home country or abroad and whether conferred by educational authorities, special examining bodies or professional bodies. The acquisition of an educational qualification therefore implies the successful completion of a course of study or training (Eze and Uzoigwe, 2013). Individuals possess different levels of education, skills and abilities. Their educational qualifications, skills and abilities determine their attitude towards their jobs. The individuals who possess high levels of education may not feel satisfied with their jobs and the reason may be that they feel they are performing repetitive tasks. It is very important that the requirements of the jobs should be in accordance with the educational levels of the library personnel. The qualifications, knowledge, skills and the abilities that the individuals have acquired in educational institutions should be utilized in an effective manner in the performance of their job duties. When library personnel are not allowed to make use of their educational qualifications, they will not be satisfied with their jobs (Chuks-Ibe and Ozioko, 2014). It is however noteworthy that the absence of some of the factors highlighted above as the influencers of job satisfaction may adversely affect and contribute to the challenges confronting the library personnel in academic libraries.

There are many challenges facing library personnel on job satisfaction which are shortage of staff, irregular promotion and non-recognition. Chuks-Ibe and Ozioko (2014) clearly identified the challenges faced by library leadership and library personnel such as personal development and growth, shortage of staff, irregular promotion and recognition from management. Poor working atmosphere, poor funding, insecurity and lack of promotion are some challenges facing library personnel on their job satisfaction which make them not to be committed to the organisation (Levitcus, 2014). Also, poor remuneration and lack of good human relations among co-workers are harbingers to low productivity (Nwosu, Ugwoegbu and Okeke (2013). Chuks-Ibe and Ozioko (2014) stated that the major challenges in the libraries are due to lack of adequate support from the academic library management. They further submitted that effective job satisfaction can be hindered among library personnel through factors such as unchallenging jobs, work overload, shortage of staff, poor feedback, failure to recognise hard work, particularly between the academic library management and the library staff.

Research Methodology

The research design adopted for this study was descriptive method which is a form of non-experimental design. The population of the study comprised two hundred and twenty two (222) library personnel in tertiary institutions in Ogun State, Nigeria. The distribution of the library personnel cut across six (6) tertiary institutions categorised

as two Universities, two Polytechnics, and two Colleges of Education. These institutions were selected with a view to represent the three major types of tertiary institutions in Nigeria namely: University, Polytechnic and College of Education. Multi-stage sampling technique was used to select the population for this study. First, a stratified sampling technique was used with tertiary institutions in Ogun State stratified according to ownership status namely: federal and state. Secondly, purposive sampling technique was used to select tertiary institutions in Ogun State with the focus on their library personnel on the basis of one federal and one state university, one federal and one state polytechnic and one federal and one state college of education, making a total of six academic libraries.

Total enumeration technique was used to select the library personnel for the study. The library personnel from the six (6) academic libraries were selected based on some reflection of similarities in their job schedules and professional responsibilities that tend to determine their job satisfaction. The sample frame for the study was a list of library personnel on the nominal roll of the selected academic libraries. This was sought with adequate permission from the heads of registry units of the selected academic libraries. Therefore, the total number of library personnel that were accessible for the study was two hundred and twenty two (222) library personnel.

A self-designed questionnaire was used as the instrument for data collection. The questionnaire was titled Factors Influencing Job Satisfaction of Library Personnel Questionnaire (FIJSOLPQ). Thirty (30) copies of questionnaire were pretested at the University of Ibadan, Ibadan among the library personnel and the reliability result showed 0.90 using Cronbach Alpha Coefficient before the copies of questionnaire were distributed among the librarians, library officers and other library personnel in the selected academic libraries because they constitute the workforce of these academic libraries respectively.

Results and Discussions

This section reports the analysis and interpretation of the results from the data gathered from respondents of the study. The data collected were analysed and interpreted for the purpose of drawing inferences based on the findings.

Questionnaire Administration and Return Rate

Table 1: Questionnaire administration and return rate

S/N	Selected Schools	Distribution	Return	Return rate (%)
1	Federal University of Agriculture, Abeokuta	65	59	30.6
2	Olabisi Onabanjo University, Ago-Iwoye	64	59	30.6
3	Federal Polytechnic, Ilaro	22	17	8.8
4	Moshood Abiola Polytechnic, Abeokuta	25	19	9.8
5	Federal College of Education (FCE), Abeokuta	25	21	10.9
6	Tai Solarin College of Education, Omu Ijebu	21	18	9.3
Total		222	193	87

Source: Field work, 2021

Table 1 showed names of selected institutions with the number of questionnaire administered and retrieved and their percentages. 59(30.6%) library personnel were from Federal University of Agriculture, Abeokuta and Olabisi Onabanjo University Ago-Iwoye respectively, 17(8.8%) respondents were from Federal Polytechnic, Ilaro, 19(9.8%) respondents were from Moshood Abiola Polytechnic Abeokuta, 21(10.9%) respondents were from Federal College of Education, Abeokuta, and 18(9.3%) respondents were from Tai Solarin College of Education, Omu Ijebu.

Data analysis based on demographic information of respondents

Table 2: Demographic information of respondents

Frequency distribution of respondents by gender		
Gender	Frequency	Percentage
Male	77	39.9
Female	116	60.1
Total	193	87
Frequency distribution of respondents by age		
Age range	Frequency	Percentage
20-24 years	12	6.2
25-29 years	24	12.4
30-34 years	30	15.5
35-39 years	28	14.5
40-44 years	40	20.7
45-49 years	26	13.5
50-54 years	24	12.4
55-59 years	7	3.6
60 years and above	2	1.0
Total	193	87

Frequency distribution of respondents by marital status		
Marital status	Frequency	Percentage
Single	84	43.5
Married	101	52.3
Divorced	6	3.1
Others	2	1.0
Total	193	87
Frequency distribution of respondents by educational qualification		
Educational qualification	Frequency	Percentage
SSCE	53	27.5
OND/HND	35	18.1
B.Sc./BLIS	61	31.6
MLIS	32	16.6
M.Phill./PhD	12	6.2
Total	193	87
Frequency distribution of respondents by job designation		
Job designation	Frequency	Percentage
Deputy Univ. Librarian	6	3.1
Deputy Polytechnic Librarian	4	2.1
Deputy College Librarian	9	4.7
Principal Librarian	21	10.9
Senior Librarian	3	1.6
Librarian I	7	3.6
Principal Library Officer	8	4.1
Chief Library Officer	11	5.7
Senior library officer	6	3.1
Library Officer	8	4.1
Assistant Library Officer	28	14.5
Library Assistant	82	42.5
Total	193	87
Frequency distribution of respondents by years of working as library personnel		
Years of experience	Frequency	Percentage
1-5 years	45	23.3
6-10 years	58	30.1
11-15 years	30	15.5
16-20 years	44	22.8
21-25 years	10	5.2
26-30 years	6	3.1
Total	193	87

Table 2 showed the demographic information of respondents for the study, covering their gender, age, marital status, educational qualification and job description. The table shows that 12(6.2%) library personnel are between ages 20 and 24 , 24(12.4%) are between ages 25and 29 , 30(15.5%) are between ages 30and34 , 28(14.5%) are between ages35and39 , 40(20.7%) are between ages40and44 , 26(13.5%) are between ages 45and49 , 24(12.4%) are between ages 50and54 ,7(3.6%) are between

ages 55-and59 , and only 2(1.0%) fall within the rangeof 60 and above. Regarding their marital status, 84(43.5%) of them are single, 101(52.3%) are married, 6(3.1%) are divorced, and only 2(1.0%) had other marital statuses not disclosed in the study.

Table 2 also showed that 53(27.5%) respondents had Senior Secondary School leaving certificate, 35(18.1%) had OND/HND certificate, 61(31.6%) had B.Sc./BLIS certificate, 32(16.6%) had MLIS certificate, and 12(6.2%) had M.Phill./PhD certificate. Data extracted on years of job experience shows that 45(23.3%) had between 1-5 years of work experience, 58(30.1%) had between 6-10 years, 30(15.5%) had between 11-15 years, 44(22.8%) had between 16-20 years, 10(5.2%) had between 21-25 years, and 6(3.1%) had between 26-30 years of work experience. The Table further revealed that there were more females 116 (60.1%) than males 77 (39.9%) among the respondents. A higher number of the respondents 40(20.7%) were between age bracket of 40-44 years and 30 (15.5%)30-34 years. Also, a higher percentage of them 101(52.3%) were married, 61(31.6%) had B.Sc./BLIS certificate while 32(16.6%) had MLIS certificate and 143(72%) were paraprofessionals.

The inference drawn from this finding was that majority of the respondents were either young or middle-aged. This means that they are still in their active service age. Also, greater number of the respondents were married and majority are first degree holders. And in job description, respondents were mostly paraprofessionals. Also, there were more females than males respondents for the study.

Data analysis based on research objectives

Research Objective One: Determine the level of job satisfaction of library personnel of selected academic libraries in Ogun State, Nigeria

Table3: Level of Job Satisfaction of Library Personnel in Academic Libraries in Ogun State, Nigeria

S/N	Level of job satisfaction of library personnel	Very high	High	Fairly high	Low	\bar{x}	S.D
1	My office is conducive for working	76 39.4%	76 39.4%	24 12.4%	17 8.8%	3.09	0.931
2	My promotion is regular	78 40.4%	67 34.7%	27 14.0%	21 10.9%	3.05	0.991
3	My promotion boosts the level of my job performance	70 36.3%	74 38.3%	32 16.6%	17 8.8%	3.02	0.941

4	My promotion corresponds with the level of my input in the library	70 36.3%	72 37.3%	27 14.0%	24 12.4%	2.97	1.002
5	My opinion on work issues is respected	66 34.2%	80 41.5%	23 11.9%	24 12.4%	2.97	0.981
6	My boss recommends me to promotion regularly	66 34.2%	73 37.8%	36 18.7%	18 9.3%	2.97	0.951
7	I am allowed to use my initiative on the job	53 27.5%	101 52.3%	18 9.3%	21 10.9%	2.96	0.898
8	My immediate boss is interested in my career progress	76 39.4%	62 32.1%	25 13.0%	30 15.5%	2.95	1.072
9	I have the resources I use to work effectively	69 35.8%	65 33.7%	32 16.6%	27 14.0%	2.91	1.040
10	I am happy to go to work everyday	63 32.6%	80 41.5%	19 9.8%	31 16.1%	2.91	1.032
11	I am well respected	66 34.2%	68 35.2%	31 16.1%	28 14.5%	2.89	1.038
12	My workmates are friendly	54 28.0%	87 45.1%	28 14.5%	24 12.4%	2.89	0.956

In order to determine the level of job satisfaction of library personnel of selected academic libraries in Ogun State; Nigeria, respondents indicated their responses through questionnaire containing the twelve (12) items on level of job satisfaction. Table 3 showed the level of job satisfaction of the library personnel. My office is conducive for working ($\bar{x} = 3.09$) was ranked highest by the mean score rating and was followed by my promotion is regular ($\bar{x} = 3.05$), my promotion boosts the level of my job performance ($\bar{x} = 3.02$) and my promotion corresponds with the level of my input in the library ($\bar{x} = 2.97$) and my opinion on work issues is respected ($\bar{x} = 2.97$) my workmates are friendly ($\bar{x} = 2.89$) and I am well respected ($\bar{x} = 2.89$) were the least items indicated by the respondents.

Research Objective Two: Identify the factors that influence job satisfaction of library personnel of selected academic libraries in Ogun State, Nigeria

Table 4: Factors that Influence Job Satisfaction of Library Personnel

SN	Factors influencing job satisfaction	Very great extent	Great extent	Moderate extent	Low extent	\bar{x}	S.D
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1	Cordial relationship in the work place	83 43.0%	74 38.3%	27 14.0%	9 4.7%	3.20	0.849
2	Annual leave as and when due	79 40.9%	61 31.6%	30 15.5%	23 11.9%	3.02	1.023
3	Promotion as and when due	72 37.3%	73 37.8%	16 8.3%	32 16.6%	2.96	1.060
4	Good condition of service	61 31.6%	90 46.6%	14 7.3%	28 14.5%	2.95	0.986
5	Good working environment	61 31.6%	74 38.3%	37 19.2%	21 10.9%	2.91	0.969
6	Good retirement or advantage benefit	80 41.5%	42 21.8%	31 16.1%	40 20.7%	2.84	1.177
7	ICT facilities and resources needed for my work are provided	63 32.6%	69 35.8%	28 14.5%	33 17.1%	2.84	1.066
8	My boss Is understanding	55 28.5%	72 37.3%	40 20.7%	26 13.5%	2.81	1.000
9	Good communication channel	53 27.5%	77 39.9%	35 18.1%	28 14.5%	2.80	1.001
10	Opportunities for training and advancement	67 34.7%	59 30.6%	26 13.5%	41 21.2%	2.79	1.137
11	Remuneration or salary status	58 30.1%	57 29.5%	43 22.3%	35 18.1%	2.72	1.083
Weighted Mean=2.89							

In order to identify the factors that influence job satisfaction of library personnel of selected academic libraries in Ogun State, Nigeria, the respondents indicated their responses through questionnaire containing the eleven (11) items on the factors that influence job satisfaction of library personnel. The results presented in Table 4 illustrate the factors that influence job satisfaction of library personnel. The finding from the respondents revealed that cordial relationship in the work place ($\bar{x} = 3.20$) was ranked highest by the mean score rating as the factors that influence job satisfaction of library personnel and was followed by annual leave as and when due ($\bar{x} = 3.02$) and promotion as and when due ($\bar{x} = 2.96$). Good condition of service ($\bar{x} = 2.95$) and remuneration or salary status ($\bar{x} = 2.72$) were the least factors indicated by the respondents.

Using the weighted mean of 2.89 as the benchmark and also from the ranking of the factors, it was revealed that annual leave as and when due, promotion as and when due, good condition of service, good working environment were the highest rated factors that influence the job satisfaction of library personnel of selected academic

libraries in Ogun State, Nigeria. This was because these were the items that ranked above the weighted Mean of 2.89.

Research Objective Three: Identify the challenges facing library personnel of selected academic libraries in Ogun State, Nigeria on job satisfaction and organisational commitment.

Table 5: Challenges Facing Library Personnel of Academic Libraries in Ogun State, Nigeria on their Job Satisfaction

S/N	Challenges facing library personnel	SA	A	D	SD	\bar{x}	S.D
1	Inability to employ skilled person or expertise in the area of need	86 44.6%	70 36.3%	17 8.8%	20 10.4%	3.15	0.965
2	Inability to promote workers as and when due	44 22.8%	98 50.8%	37 19.2%	14 7.3%	2.89	0.838
3	Inability to train and retrain personnel on what are expected of them in their job tasks	69 35.8%	64 33.2%	15 7.8%	45 23.3%	2.81	1.158
4	I don't enjoy adequate level of autonomy in discharging my duties	50 25.9%	75 38.9%	39 20.2%	29 15.0%	2.76	1.004
5	Inability to enjoy annual and casual leaves	47 24.4%	74 38.3%	39 20.2%	33 17.1%	2.70	1.022
6	I am discouraged by poor personality and attitudes of my supervisor	51 26.4%	66 34.2%	40 20.7%	36 18.7%	2.68	1.060
7	Inadequate facilities and resources to work with in the library	44 22.8%	69 35.8%	54 28.0%	26 13.5%	2.68	0.974

8	Lack of reward and compensation	42 21.8%	74 38.3%	45 23.3%	32 16.6%	2.65	0.999
9	Poor condition of service	36 18.7%	82 42.5%	41 21.2%	34 17.6%	2.62	0.983
10	Lack of job descriptions by the library management	42 21.8%	71 36.8%	38 19.7%	42 21.8%	2.59	1.058
11	Little participation in decision making by library staff	47 24.4%	66 34.2%	27 14.0%	53 27.5%	2.55	1.136
12	Outdated working facilities and resources	39 20.2%	62 32.1%	51 26.4%	41 21.2%	2.51	1.041
13	My office is not spacious and also not comfortable	35 18.1%	60 31.1%	47 24.4%	51 26.4%	2.41	1.067

In order to identify the challenges facing library personnel on job satisfaction and organisational commitment in the selected academic libraries in Ogun state, Nigeria, the respondents indicated their responses through questionnaire containing the thirteen (13) items. The result presented in Table 5 shows that inability to employ skilled person or expertise in the area of need ($\bar{x}=3.15$) was ranked highest by the mean score as the main challenge facing library personnel in relations to job satisfaction and organisational commitment, and was followed by inability to promote workers as and when due ($\bar{x}=2.89$) and inability to train and retrain personnel on what are expected of them in their job tasks ($\bar{x}=2.81$). My office is not spacious and also not comfortable ($\bar{x}=2.41$) was the least item indicated by the respondents.

Discussion of Findings

The result of the findings on the level of job satisfaction of library personnel in academic libraries in Ogun State agreed with Addady (2015). The study by Bataineh and Papadopoulos (2015) and Dirani and Kuchinke (2011) conducted in other fields also found that regular promotion; recognition and opportunity to use personal initiative are predictors of job satisfaction. Adio and Popoola (2010) in their study on the relationship between job satisfaction and career commitment of library personnel in Nigerian universities found that work environment and working facilities are major factors affecting the level of job satisfaction of library personnel in Nigeria. Luthans (2011) also noted that research has indicated that due to the

diverse forms of rewards associated with promotion opportunities, promotion has varying effects on job satisfaction. The finding also corroborated that of Shaju (2017) and Yaya (2016) who found that, job satisfaction of library personnel of universities were high and disagrees with Qasim and Sayeed (2012) that the level of job satisfaction among librarians in Nigerian universities was low. This indicated that there is a positive progression in the level of job satisfaction of library personnel. The library personnel were satisfied with their jobs because their job provided them with a sense of meaning and they were happy with their job and they were able to make good use of their skills and abilities (Zelenski, 2008).

This finding also corroborated the findings of Sharma and Shina (2016) who reported that library personnel in universities in Ogun state have privilege to make use of their abilities. In terms of job satisfaction, these findings agreed with Kumeto (2018) findings that employees are satisfied when they can use their ability and discretion in executing task at work. Table 4 shows the measure of the level of job satisfaction of library personnel of selected academic libraries in Ogun State, Nigeria.

The result of the findings on the factors influencing job satisfaction of library personnel in academic libraries in Ogun State corroborate other studies, that stated that the attitudes of employees based on their perceptions and job demands could be referred to as job satisfaction (Adeoye and Fields, 2014; Aydogdu and Asikgil, 2011; Chuks-Ibe and Ozioko, 2014; Idiegbeyan-ose, Aregbesola, Owolabi and Eyiolorunshe, 2019). These factors could be seen as the positive or negative response which could be used to evaluate the level of satisfaction enjoyed by the employees. Most of the empirical studies found motivation and job satisfaction to be positively correlated, while hostile work environment is seen as a demotivational factor in the workplace (Altindis, 2012; Kian *et al.*, 2014 and Tam and Rigsbee, 2013). Tutei (2017), Hunjra (2011) and Grant (2008) reported that adequate training can motivate librarians as they are able to adapt in the twenty-first century environment and acquire new roles including digital content managers, web designers, networkers and knowledge brokers. The author further pointed out that for the librarians to acquire these new skills they should be continuously trained and have computer literacy skills and that if they are provided with this facilities and support, they will be motivated and at the same time will be satisfied with their jobs.

The findings on the challenges facing library personnel of academic libraries in Ogun State, Nigeria on their job satisfaction in this study are also in line with Chuks-Ibe *et al.* (2014) who revealed the challenges faced by library leadership and library personnel in the long run such as personal development and growth, shortage of staff, irregular promotion and recognition from management. It equally supports the findings of Nwosu *et al.* (2013) and Nwokolo (2017) who revealed that when a staff is poorly remunerated and there is lack of good human relations among co-workers, it is a harbinger to low productivity.

Conclusion

This study concluded based on the findings that the working environment of library personnel in the study area was good and their promotion was regular. More so, the factors that influence job satisfaction such as cordial relationship in the work place, annual leave as and when due, promotion as and when due and good condition of service are high and was reflected in their high rate of job satisfaction. Conducive environments, career advancement, recognition among the colleague, future prospect were the most factors that promote job satisfaction among library personnel. The challenges facing library personnel on their job satisfaction in selected academic library included inability to employ skilled person or expertise in the area of need, inability to train and retrain personnel on what are expected of them in their job tasks and lack of adequate level of autonomy in discharging their duties.

Recommendations

The result of findings and conclusions drawn from the study indicated that there are factors that could influence the job satisfaction of library personnel. Therefore, it was recommended that:

1. Academic administration should maintain a conducive and friendly environment for maximum job satisfaction and organisational commitment.
2. Library management should organise in-house training for library personnel in the academic libraries, in order to be encouraged and spurred toward efficient and effective job performance.
3. Library personnel should be given adequate level of autonomy in discharging their duties.
4. Management should put organisational commitment of library personnel into consideration by promoting workers regularly and giving the opportunity for training and retraining for enhanced skills.
5. Effort should be made to recruit those who have interest in the profession to perform better regardless of the conditions surrounding the job and its environment.
6. Library personnel should be given opportunities to participate in workshops, seminars, conferences and trainings to improve on their job.

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