



STAFF MOTIVATION AND JOB SATISFACTION OF LIBRARIANS IN IMO AND ABIA STATES PUBLIC LIBRARIES, NIGERIA.

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ABSTRACT :

This study on “Staff Motivation and Job Satisfaction of Librarians in Imo and Abia States Public Libraries” was carried out to determine the relationship between staff motivation and job satisfaction of library staff in Imo and Abia States public libraries. Six research questions were posed and answered, and four hypotheses were formulated and tested for the study at 0.05 level of significance. Correlational research design was used while rating scale on “Staff Motivation and Job Satisfaction of Librarians in Imo and Abia states public libraries” was used for data collection. The population of study was made up of 140 librarians in the two public libraries studied. Mean score and linear regression were used to answer research question one to five while multiple regression was used to answer question six. The hypotheses were tested using t-test of significance of correlation. The result of the study shows that regular bonuses and payments of medical bills are not significant determinants of job satisfaction. Majority of the librarians indicated that they have a positive level of job satisfaction. Conducive working environment, salary, training, job security, promotion, respect to employees etc. all have positive influence on their level of job satisfaction. The researcher recommended that the staff salary are inadequate and has an inverse relationship with job satisfaction. This can be rectified by way of reviewing upwards the remuneration for public library employees in accordance to labour provisions of regular and periodic review of salaries for public workers in Nigeria.

Keyword: public library, motivation, job satisfaction, job performance, employee.

Introduction

The public library could be regarded as the people’s university because it is equipped in such a way that all academic disciplines are represented, and a conscientious user of the library can attain any height through the judicious use of the stock. In other words, public library is said to be a community institution, primarily funded by revenues, where any person without regard to race, religion or economic condition should be able to obtain free access to recorded information, learning and knowledge of mankind. It takes a well motivated staff to achieve performance and productivity. When a staff is not motivated, he won’t find satisfaction in his job and he tend to look for job elsewhere that will give him satisfaction. Therefore, librarians in the public libraries should be properly motivated to serve the public since the source of this motivation majorly comes from the public (tax revenue).

Employee motivation calls for accomplished handling of thoughts, feeling and emotions which translates into effective performance and maximum production. Employment plays a dominant role in our lives, it occupies more of our time than any other activity. Our career or profession is what defines us. Ordinarily, life is very difficult to enjoy without doing some productive work. Any employment which is considered important must evoke some strong positive reaction. Employee motivation is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. According to Kutusak (2007), Motivation is the psychological forces that determine the directions of a person’s behaviour in an organization, a person’s level of effort and a person’s level of persistence. Furthermore, motivation can be thought of as the willingness to expend energy to achieve reward. Motivation at work has been defined as “the sum of the processes that influence the arousal, direction and maintenance of behaviours relevant to work settings” (Kutusak 2007 p32). Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the workplace.

The motivational packages that are essential in an organization, which could be applied to achieve maximum performance and job satisfaction of employees are, salary, promotion, job security and staff training. Salary is an essential motivational package. Every worker deserves his reward and in this case, the reward is salary which could be paid either daily, weekly, monthly, quarterly, biannually or annually, depending on agreement or terms of

employment. Also no employer will be satisfied with a job that has no room for promotion. It is a matter of concern, that an employee will put in his best year in year out and he is on the same level, it reduces morale and boost low performance. Employers should make it a policy to promote their workers using an agreed promotion scale. However, job security is a motivational package every employer needs to apply for effective running of his organization. There should be a level of security in every job, assuring the employees of the probability that they will remain employed. A job with high level of job security is such that an employee will have a small chance of being unemployed. Also training and retraining of workers should be a regular occurrence, in other for staff to keep abreast of current trends.

According to Agunis (2005), money remains the most significant motivational strategy. Though very far back, Maslow (1943) in one of his models showed that factors that motivate an individual keep changing as one climbs the maturity and age. He also opined that achievement of one goal sets the ball rolling for another. Though these models of motivation by Abraham Maslow dated many years back are still valid to date.

On the other hand, employee satisfaction is a measure of worker's contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Job satisfaction is not only about how much an employee enjoys work, it covers the affective feeling an employee has towards the job. This could be in general or their attitudes towards specific aspects of work such as their colleagues, pay or working conditions. In addition, the extent to which work outcomes meet or exceed expectation, may determine the level of job satisfaction. Lack of job satisfaction leads to reduced job performance. According to Mehra (2015) lack of job satisfaction is a prediction of quitting a job. Nawab, Ahmad, and Shafi (2011) asserts that one of the most important factors that lead to achieving goals is the drive. It is this drive that can be regarded as motivation. It is the quest for goals and determination coupled with excitement that lead one to persevere to reach greater heights in any chosen career. Employers should find out what drives employees and tailor job assignments and rewards to that. Mehra (2015) asserts that motivation is goal directed, therefore it cannot be outside the goals of any organization whether private, government or nonprofit.

1.1 Purpose of the Study

The main purpose of this study is to examine the influence of staff motivation on job performance of librarians in Imo and Abia State Public Libraries.

In view of this, it specifically sought to:

Determine the level of job satisfaction of librarians in public libraries in Imo and Abia States.

Ascertain the relationship between salary and level of job satisfaction of librarians in Imo and Abia state public libraries.

Determine the relationship between promotion and level of job satisfaction of librarians in Imo and Abia state public libraries.

Establish the relationship between job security and level of job satisfaction of librarians in Imo and Abia State public libraries.

Ascertain the relationship between staff training and level of job satisfaction of librarians in Imo and Abia state public libraries.

Determine the relationship between salary, promotion, job security, training and level of job satisfaction of librarians in Imo and Abia state public libraries.

The outcome of this study will be of benefit to the following stakeholders; the public library management, the librarians in the public library and the users of the public libraries. Also, this study will provide scholars basis for further research work on similar studies.

1.2 Research Questions

The following research questions were posed to guide the study:

1. What is the level of job satisfaction of librarians in Imo and Abia states public libraries?
2. What is the relationship between salary and level of job satisfaction of librarians in Imo and Abia states public libraries?
3. What is the relationship between staff promotion and level of job satisfaction of librarians in Imo and Abia states public libraries?
4. What is the relationship between job security and level of job satisfaction of librarians in Imo and Abia states public libraries?
5. What is the relationship between staff training and job satisfaction of librarians in Imo and Abia states public libraries?
6. What is the relationship between salary, promotion, job security, training and level of job satisfaction of librarians in Imo and Abia States public libraries?

2. Major Concepts of the Study

2.1 The Public Library

Public libraries are built for the general public. They are supervised, funded and supported by the state or local government. According to the *New Encyclopedia* (vol. 22. 973) "public libraries" are acknowledged to be an indispensable point of community life as promoters of libraries provides a

wide range of reading for all ages and centres for community information services. Public libraries are established by states law supported from the general public funds and administered for the benefit of all citizens of the town, region or state which maintains it on the basis of equal access to all.

According to Oduagwu (2008), public libraries do not discriminate as their doors are open to all classes of people including artisans and professionals. Public libraries are accessible by the general public. They are operated by librarians and library para professionals who are also civil servants. In furtherance to definitions, Ekweozoh (2001, p.11) stated that “public libraries have ceased to serve as a primary source of adult light reading but increasingly, the public library has become the community’s encyclopedia of hard fact about everything under the sun, a reference room, young adults’ library, adult education facility and senior citizens second home”. This definition is purpose oriented and it drives in the changing objectives of the public library. This definition by implication project the public library as one that performs not only traditional functions and services but goes extra mile with varied, diverse and generalized functions.

Public libraries exist in many countries of the world and are often considered an essential part of having an educated and literate population. Public libraries differ from research libraries, school libraries and other special libraries because they are mandated to serve the information needs of the general public rather than the needs of schools, institutions or the research population. Public libraries also provide free services such as preschool story times to encourage early learning, quiet study, and work areas for students and professionals. They also organize book clubs to encourage appreciation of literature in adults. Public libraries typically allow users to borrow books and other materials and take them off the premises temporarily. They have non circulating reference collections. In addition, they also provide computer and internet access to their patrons.

2.2 Motivation

Motivation is the reason for people’s actions desires and needs. It can also be seen as one’s direction to behaviour, or what inspires a person to want to repeat a behaviour. Dornyei (2001), sees motivation as a desire to perform an action is usually two parts directional such as directed towards a positive stimulus or away from a negative one. The origin of motivation can be traced to the Latin word “mover” which mean to move or to propel. Obia (2008) opined that motivation is concerned with a kind of force that induces and dictates one’s behaviour towards a given task. He also stated that motivation is an inner stimulus that induces a person to believe the way he does.

Luthans (1998) stated that motivation is not just a process but that it bears relationship with behavior and performance. He maintained that in the world of performance, motivation inspires people either as individuals or groups leading to the production of the best results.

Obi (2003) in agreement with the above submission also pointed out the close relationship between motivation and morale. Motivation heightens the morale of the individual attitude, judgment and feelings about work, establishment or supervisor.

Kutusak (2007), described motivation as the need or drive within an individual that drives him towards goal orientated action. The extent of drive depends on the perceived level of satisfaction that can be achieved.

2.3 Job Satisfaction

Job satisfaction or employee satisfaction is a measure of worker’s contentedness with their job. Igbokwe (2011) viewed job satisfaction as a worker’s perception of contentment which depends on the extent to which the individual finds adequate outlets for his abilities, interests, personality and values as well as the establishment in a type of work situation in which he can play the kind of role that he considers appropriate and convenient. Mehra (2014) saw job satisfaction as how delighted a person is from the job he performs. It is linked with performance, motivation, mental and physical health and general life satisfaction of a particular employee. Tella, Ayeni, and Popoola (2007) gave a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Here job satisfaction is a result of employee’s perception of how well their job provide those things that are viewed as important.

3. Theoretical Framework

Two theories were considered in this study which included: Herzberg’s Satisfaction Theory and Maslow’s Motivation Theory.

3.1 Abraham Maslow's Hierarchy of Needs

Maslow (1943) need-based theory of motivation is the most widely recognized theory of motivation and perhaps, the most referenced of the content theories. According to this theory, a person has five fundamental needs; physiological, security, affiliation, esteem and self-actualization. The physiological needs include pay, food, shelter and clothing, goods and comfortable work condition etc. The security needs include the needs for safety, fair treatment, protection against threats, job security etc. Affiliation needs include the need of being loved, accepted, parts of a group etc. whereas esteem needs include the need for recognition, respect, achievement, autonomy, independence, etc. Self-actualization needs, which are the highest in the level of Maslow's need theory, include realizing one's full potential or self-development.

According to Maslow, once a need is satisfied it is no longer a need. it ceases to motivate employee's behaviour and they are motivated by the needs at the next level up the hierarchy. This presupposes that motivational packages at workplaces need to be dynamic to ensure that sustained management of staff needs is guaranteed. This theory is applicable in a library set up like any other establishment. The employer in charge of a library have the responsibility to make sure the needs of the librarians are met especially the physiological and safety needs. It implies creating a proper environment in which librarians can develop their fullest potential. The absence of these will increase employee frustration and could result in poor performance, low job satisfaction, and increased withdrawal from the establishment.

Relating Maslow's theory to this study, he proposes that a librarians physiological and security needs should be met through motivational packages such as; payment of salary and other financial benefits, promotion, job security and staff training. If these needs are not met, they will not be satisfied with their job and this will lead to low performance, but when these needs are met, it will highly motivate the librarians and they will be willing to work hard which will lead to the achievement of the library's goal and objectives. This to say that a well-motivated librarian will be satisfied with his job and when there is job satisfaction he performs favorably well.

3.2 Herzberg's Two Factor Theory

This study is based on Herzberg's two factor theory. This theory was propounded by Fredrick Herzberg. The theory suggested that people have two set of needs: their need as animals to avoid pain and their needs as humans to grow psychologically. Herzberg study consisted of a series of interviews that sought to elicit responses to the questions. From the result, Herzberg concluded that the replies people gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Intrinsic factors such as work itself, responsibility and achievement seem to be related to job satisfaction. Clearly employees who feel good about their work tend to attribute them to these factors. in contrast, dissatisfied employees tend to cite extrinsic factors such as supervision, pay and company policies and working conditions.

This theory is relevant to this study because it mentions two factors that affect job satisfaction. That is extrinsic which includes salary and promotion and intrinsic factors which included recognition and praise. This is to say that for librarians to be satisfied with their job, both the extrinsic and intrinsic factors should not be over looked by management and employers.

4. Review of Empirical Studies

A study was carried out by Ekere (2010) to determine the relationship between motivational factors and librarians job satisfaction in university libraries in Nigeria. Four hypotheses were formulated to guide the study, and survey research design was used for the study. Data collection was achieved with the use of questionnaire as instrument. The population of the study comprises 458 librarians from both federal and state universities. The data collected were analyzed and result showed that all motivational packages such as work environment, achievement, recognition, advancement and responsibility were perceived by the librarians as motivation factors. It also shows that majority of the librarians showed high level of job satisfaction. The result equally showed that there is a relationship between motivational factors and job satisfaction in university libraries in Nigeria.

Similarly, Igbokwe (2011) carried out an investigation on job satisfaction and performance of librarians in federal university libraries in south

east Nigeria. the study was guided by six research questions. Descriptive survey was used to conduct the study. The population of the study was made up of 110 librarians in four federal universities in the south eastern Nigeria. The questionnaire was used to collect data for the study. The data collected were analyzed by mean percentage and frequency counts. The findings revealed that general job satisfaction exist among the librarians in federal university libraries in the south east. This was as a result of the existence of the constituents of job satisfaction such as opportunity for promotion, good working environment and salary. It also revealed that job satisfaction has great influence in job performance, equally the study revealed that lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance. However, the existence of promotion opportunities, salary increments, training, concrete job description will to a very large extent enhance the job satisfaction and performance of these librarians. The study recommended that; the existing constituents of job satisfaction should be sustained and improved upon while adjusting to changes, restructuring of appraisal system to accommodate the change brought by ICT, management induced in efficiency should be put into consideration when judging staff performance, library policies should be reviewed from time to time and there should be recruitment of librarians that like the job and training opportunities should be made available to librarians.

Amadi (2017) investigated reward systems and job satisfaction of librarians in academic libraries in Imo state. The study was carried out to determine the relationship between reward systems and job satisfaction of among library staff in tertiary institutions in Imo state. Correlational research design was used while the rating scale was used for data collection. Five research questions were posed, and four hypotheses were formulated to guide the study. The population of this study was made up of the one hundred and one (101) librarians working in the academic libraries studied. The result of the study showed that the majority of the library staff indicates that they are highly satisfied with their job, there is a positive significant relationship between intrinsic reward system and extent of job satisfaction among library staff, there is a significant relationship between social reward system and extent of job satisfaction among library staff. Based on the result of the study, the researcher recommended that intrinsic rewards should be provided for the satisfaction of the staff, the social welfare of library staff should be put into consideration when preparing work schedule and stakeholders should ensure that no form of reward is provided at the expense of the other their combination yields a significant relationship among others.

Similarly, Salah (2016) investigated the influence of motivation on employees. The study aims to examine the influence of motivation and employees' performance. This study utilizes the survey research method, and quantitative approach was used. A self-designed questionnaire is used to collect the relevant data. The target population consists of 513 people from which a sample of 308 was drawn. Descriptive statistics and Pearson Movement correlations was used for data analyses and testing hypotheses. The findings indicated that there is a significant relationship between motivation and employees' performance. Since the relationship between motivation and employees' performance is considered to be strong, then the management should be more committed regarding the setting of appropriate incentive plans because that will encourage employees to be more purposeful and hence increase their performance. It is also recommended that there should be consistency firms overall strategies and the motivational packages that are given to employees. To maintain consistency of interest and goals; it is recommended that management should modify their reward programme on regular basis. Modification should be done in in corporation with employee's representative bodies to ensure meeting mutual goals and objectives. Finally, it is recommended that knowledge building should be implemented continuously to allow for variation in needs and expectations of both employers and employees', not only on the aspect of employee motivation, but also in other aspects that may have significant influence on employees' performance. The reviewed study relates with the present study as both studies adopted the same method of data analyses – Pearson Product Movement Correlation. Both studies differ in instrument for data collection as the reviewed study used questionnaire while the present study used rating scale.

Okorafor (2012) carried out study on staff motivation packages in Academic libraries within Imo State. The researcher formulated seven research questions to guide the study. The Questionnaire was used to collect data from seventy-five employees. Percentage and tabulation methods were used to analyze the research questions. The study discovered that the academic libraries shared similarities in their motivational packages. The motivational packages were also in appropriately applied in the institutions. The researcher recommended that adequate funding, the application of appropriate motivational packages is some of the measures that can help the academic librarians reap the full reward of the application of motivational packages. The

reviewed study treated one of the variables of this present study; staff motivation. The reviewed study is on academic librarians in Imo State while the present study is on libraries in Abia and Imo State public libraries. Both studies vary in research design and instrument for data collection.

Nnadieto (2017) carried out a study on motivational variables and staff productivity among library staff in Federal University of Technology Owerri. The population of the study consist of professional and para professional staff of the library studied. The study adopted is correlational study and the instrument used for data collection is rating scale. Findings of the study revealed that; the level of staff productivity is at high extent, there is a significant positive relationship between the financial incentives provided to library staff and their productivity, there is a significant relationship between the training given to library staff and their productivity, there is a significant relationship between effective communication with library staff and their productivity, there is a significant relationship between leadership style and staff productivity. The recommendations are that; the tempo of the motivation should be sustained and improved so that the staff will continue to be productive, government at all levels should ensure that the library staff are motivated by giving them financial incentives, regular training of staff, University library administrators should constantly ensure that they communicate effectively with their subordinates and library leaders and should adopt leadership styles that will motivate if not all staff but more of the library staff to enhance productivity.

Katamba and Abdulsalam (2014) investigated on the assessment of the levels of job motivation and satisfaction as predictors of job performance of library personnel in Nigerian universities. The study investigated the level of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Three research questions were posed. Survey research method was employed. The population of the study consisted of librarians and library officers in fully operational universities in North-Central Nigeria totaling 380. Total population enumeration was adopted, and questionnaire was used for data collection. Descriptive statistics of mean and standard deviation were used to answer the three research questions on the levels of motivation, job satisfaction and job performance of library personnel. Findings showed moderate level of motivation and job satisfaction while there was high level of job performance of library personnel. The study recommended that the management of universities of North-Central should think of the following areas; adequate job design, description and employee's participation in decision making/leadership, training, recognition, etc. for library personnel.

Saka, Akor and Opaleke (2016) investigated the influence of motivation and job satisfaction on the performance of staff in university libraries in North-Central geo-political zone of Nigeria. It sought to establish two forms of relationships, that is, relationship between motivation and performance as well as relationship between job satisfaction and job performance. Survey research was used while the 256 professional and Para professional staff constituted the sample. There was no sampling. Four-point questionnaire was used for data collection. The study recommended that the management of university libraries in North central Nigeria should adequately motivate library personnel by way of annual award, regular payment of salaries, promotion and staff development, communication and adaptation of democratic leadership style.

Abubakar (2016) studied motivational factors as correlate of job performance of librarians in state-owned universities in North Central Nigeria. The main purpose of this study was to determine the relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria. The study was designed to determine the level of job performance of librarians, their motivational factors, relationship between motivational factors and respondents' job performance, problems affecting performance and strategies to enhance job performance of librarians. The study was guided by five research questions and one null hypothesis. The population of the study is 92 librarians in state-owned universities in North Central Nigeria. No sampling was done in the research because the population was manageable. Therefore, the entire population was used. A total of 84 out of 92 librarians in state-owned universities in North Central Nigeria responded to the questionnaire. The major finding of the study revealed that there is significant relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria and that their overall level of performance of librarians was good. All the motivational factors had good ratings. The study recommended the regular assessment of librarians' performance, adequate motivation of librarians; sustenance of the tempo of librarian's performance by exploring better ways of job performance(s). In the same vein, poor remunerations, delay in promotion, lack of staff training, bad university policies such as

discriminatory attitude towards library staff as evidenced in the unwillingness to open opportunities for training among others were some major factors hampering the performance of librarians. The study discussed strategies for improving job performance such as empowerment of staff (that is giving employees freedom and authority to execute their jobs without overbearing supervision) rewarding and recognizing their efforts and sacrifice.

5. Research Methodology

This study is a survey design adopting the correlational study. Correlational is appropriate for this study because it allows two variables to show if they have a positive or negative relationship. According to Nworgu (2015), correlational research design establishes the linear and nonlinear relationship between dependent and independent variables of a study. The main purpose of correlation research is to find out whether one or more variables can predict other variables. Correlated research allows the researcher to find out what variables may be related. However, the fact that two things are correlated does not mean there is a causal relationship.

The instrument used to collect data for the study is rating scale titled “Staff motivation and job satisfaction of librarians in Imo and Abia states public libraries.

The area of this study is public libraries in Imo and Abia states. Imo and Abia states are located in the eastern part of Nigeria, West Africa.

The population of this study is 140 librarians. This is made up of the eighty-three (83) librarians in Imo State Public Library and fifty-seven (57) Librarians in Abia State Public Library. (Source: Administrative Sections of the libraries under study).

Rating on the Level of Job Satisfaction of Librarians in Public Libraries

Research Question 1: What is the level of job satisfaction of librarians in Imo and Abia State public libraries?

Table 1:

The mean responses on the level of job satisfaction of librarians in Imo and Abia State public libraries

(Y)	LEVEL OF JOB SATISFACTION	SA	A	D	SD	Mean	Decision
1	Conducive working environment	65	35	25	15	3.07	Positive
2	Relationship with colleagues	61	39	27	13	3.06	Positive
3	Salary	66	36	13	25	3.02	Positive
4	Respect from employer	59	51	30	0	3.21	Positive
5	Training and staff development	57	50	27	6	3.13	Positive
6	Trust between employers and colleagues	24	69	41	6	2.79	Positive
7	Wages and fringe benefit	63	18	49	10	2.96	Positive
8	Job security	68	41	17	14	3.16	Positive
9	Staff promotion	63	51	2	24	3.09	Positive
10	Vacation and leisure time	17	74	41	8	2.71	Positive
11	Effective communication	52	67	9	12	3.14	Positive
	Grand Mean					3.03	

Criterion mean = 2.5

The result in Table 1 overleaf shows a summary of the responses on the level of job satisfaction of librarians in public libraries studied. We

can observe that the mean responses are above the 2.5 criterion mean hence the respondents all agree that conducive working environment, salary, training, job security, promotion, respect etc. all have positive influence on their level of job satisfaction. This is also seen in the grand mean value of 3.03 which shows that overall responses of the librarians are positive and confirms the importance of good working conditions on the performance of librarians in public libraries.

Result of the Analysis on the Coefficient of Relationship Between Salary and Level of Job Satisfaction of Librarians in Public Libraries

Research Question 2: What is the relationship between salary and level of job satisfaction of librarians in Imo and Abia State public libraries?

H₀₁: There is no significant relationship between staff salary and level of job satisfaction of librarians in Imo and Abia state public libraries

Table 2A:

The mean responses on relationship between salary and level of job satisfaction of librarians

(X1)	STAFF SALARY	SA	A	D	SD	Mean $\bar{X}$	Decision
1	Regular Payment of Salary	58	50	25	7	3.14	Positive
2	Regular Bonuses	12	29	51	48	2.04	Negative
3	Payment of Overtime	49	54	26	11	3.01	Positive
4	Inclusion of Allowances	50	15	50	25	2.64	Positive
5	Payment of Medical Bills	30	9	38	63	2.04	Positive
	Grand Mean					2.57	

Criterion mean = 2.5

A summary of the responses in Table 2 above reveals that the librarians are positive that regular salary payment, payment of overtime and allowances provides the much needed job satisfaction. This is evident in the mean responses of question item 1, 3 and 4 (3.14, 3.01 and 2.64 respectively) which are all greater than the 2.5 criterion mean. However, regular bonuses and payment of medical bills have mean scores less than 2.5 criterion mean hence they are negative and not significant determinants of job satisfaction based on the response

Table 2B: The Mean, Standard Deviations, Coefficient of Relationship, Calculated t-value, p-value, Tabulated t-value and the Decision Rule Concerning Coefficient of Relationship between Salary and Level of Job Satisfaction of Librarians

Variable	N	$\bar{X}$	S	r	R^2	t_{Cal}	p -value	t_{Cru}	df	Decision
JOB_SAT	140	39.64	1.697							
				0.176	0.031	2.098	0.038	1.96	135	Reject H ₀₁
SALARY	140	17.56	1.461							

Source: Extracted from SPSS Output (See Appendix)

Table 2B above shows the relationship between salary and level of job satisfaction of librarians in public libraries studied. The coefficient of relationship between salary and level of job satisfaction is 0.176. This coefficient indicates that there is a positive relationship between salary and job satisfaction of the public librarians hence as salary increases, the level of job satisfaction also increases. This coefficient also falls into the range of very low relationship (0.00-0.20) indicating that the relationship between salary and level of job satisfaction is very low.

The coefficient of determination (R^2) value of 0.031 indicates that only 3.1% of variations in public librarians' job satisfaction is accounted for by salary they receive.

Result of Analysis on the Relationship between Promotion and Level of Job Satisfaction of Librarians in Public Libraries

Research Question 3: What is the relationship between staff promotion and level of job satisfaction of librarians in Imo and Abia State public libraries?

H₀₂: There is no significant relationship between staff promotion and level of job satisfaction of librarians in Imo and Abia state public libraries.

Table 3A:

The mean responses on the relationship between staff promotion and level of job satisfaction of librarians

(X2)	STAFF PROMOTION	VHE	HE	LE	VLE	Mean	Decision
1	Employee's performance	62	57	9	12	3.21	Positive
2	Employee's experience in the job	53	53	24	10	3.06	Positive
3	Additional qualifications	68	54	18	0	3.36	Positive
4	Employee's skills	47	68	20	5	3.12	Positive
5	Adherence to policy, rules and regulations.	63	49	17	11	3.17	Positive
	Grand Mean					3.183	

Criterion mean = 2.5

The Table 3 above reveals that staff promotion is a necessary motivational tool for improving job satisfaction and performance of librarians in public libraries. This is so because the respondents all agree and answered positive to the indices of staff promotion as a motivational index. Consequently, it implies that employees' experience, qualifications, skills improvement and adherence to rules all have positive responses with mean scores greater than the 2.5 criterion mean.

Table 3B: The Mean, Standard Deviations, Coefficient of Relationship, Calculated t-value, p-value, Tabulated t-value and the Decision Rule Concerning Coefficient of Relationship between Staff Promotion and Level of Job Satisfaction of Librarians

Variable	N	$\bar{X}$	S	r	R^2	t_{cal}	p-value	t_{crit}	df	Decision
JOB_SAT	140	39.64	1.697							
				0.196	0.038	2.346	0.020	1.96	135	Reject H ₀₂
PROM.	140	17.91	1.889							

Source: Extracted from SPSS Output (See Appendix)

Table 3B above shows the coefficient of relationship between staff promotion and level of job satisfaction of librarians in the public libraries studied. The coefficient of relationship between salary and level of job satisfaction is 0.196 indicating that there is a positive relationship between staff promotion and job satisfaction of the public librarians. Therefore, as staff promotion increases, the level of job satisfaction also increases. However, this coefficient falls into the range of very low relationship (0.00-0.20) indicating that the relationship between staff promotion and level of job satisfaction is very low.

The coefficient of determination (R^2) value of 0.038 indicates that only 3.8% of variations in public librarians' job satisfaction is accounted for by the extent of staff promotion.

Result of Analysis on the Relationship between Job Security and Level of Job Satisfaction of Librarians in Public Libraries

Research Question 4: What is the relationship between job security and level of job satisfaction of librarians in Imo and Abia State public libraries?

H₀₃: There is no significant relationship between job security and level of job satisfaction of librarians in Imo and Abia state public libraries

Table 4A:

The mean responses on the relationship between job security and level of job satisfaction of librarians

(X3)	JOB SECURITY	SA	A	D	SD	Mean	Decision
1	Gratuity payment on retirement	93	8	14	25	3.21	Positive
2	Insurance cover	30	52	31	27	2.61	Positive
3	Payment of pension	89	26	15	10	3.39	Positive
4	High reputation as a librarian	22	65	53	0	2.78	Positive
5	Registration with labour union	43	66	9	22	2.93	Positive
	Grand Mean					2.95	

Criterion mean = 2.5

A summary of the responses in Table 4A shows the mean responses on the relationship between job security and level of job satisfaction of librarians in the public libraries studied. The librarians responded positively to all the question items. The mean scores indicate that the librarians agree that the job security indices like insurance cover, gratuity payment, pension, high reputation and labour union registration are ways of ensuring job satisfaction based on the responses above. Hence, they serve as motivational tool and contribute to job satisfaction of the librarians.

Result of Analysis on the Relationship between Staff Training and Level of Job Satisfaction of Librarians in Public Libraries

Research Question 5: What is the relationship between staff training and level of job satisfaction of librarians in Imo and Abia State public libraries?

H₀₄: There is no significant relationship between staff training and level of job satisfaction of librarians in Imo and Abia state public libraries

Table 5A:

The mean responses on the relationship between staff training and level of job satisfaction of librarians

(X4)	STAFF TRAINING	VHE	HE	LE	VLE	Mean	Decision
1	On-the-job training	67	52	21	0	3.33	Positive
2	Conferences, workshop and seminars	50	49	22	19	2.93	Positive
3	Short courses	15	48	52	25	2.38	Negative
4	Mentoring	19	34	49	38	2.14	Negative
5	Sponsorship by organizations for further Education	10	38	35	57	2.01	Negative
6	Self-sponsorship	63	50	19	8	3.21	Positive
	Grand Mean					2.68	

Criterion mean = 2.5

Table 5A above show the questions bothering on staff training as a motivational tool for improving job satisfaction of librarians in public libraries in Imo and Abia states. It can be seen that the respondents mostly agree that on-the-job training, conferences/workshops and self-sponsorship

contribute to a very high extent to job satisfaction among library staff in the libraries studied. Short courses, mentoring and sponsorship by organizations for further education have low mean scores indicating that they contribute, to a low extent, to job satisfaction among librarians.

Summary of Findings

The analysis made in this research work has highlighted to a very high extent the influence of staff motivation on job satisfaction of librarians in Imo and Abia State public libraries. The following are the findings of the study:

1. Majority of the librarians indicated that they have a positive level of job satisfaction. Conducive working environment, salary, training, job security, promotion, respect to employees etc. all have positive influence on their level of job satisfaction.
2. The mean responses of the respondents revealed that regular bonuses, medical bills, short courses, mentoring and sponsorships are not sufficient motivation strategies that will guarantee job satisfaction.
3. There is positive and significant relationship between staff salary and level of job satisfaction of the librarians studied.
4. Staff promotion has a positive and significant relationship with the level of job satisfaction of the librarians.
5. There is significant relationship between staff promotion and the level of job satisfaction of the librarians.
6. There is significant relationship between job security and the level of job satisfaction of the librarians.
7. There is an insignificant relationship between staff training and level of job satisfaction.
8. A combination of the staff motivation strategies (salary, promotion, job security and staff training) have a significant impact on level of job satisfaction of the librarians accounting for up to 76% of job satisfaction.

Discussion of Findings

The findings made in this research work are discussed based on the research questions which provided the answers on the influence of staff motivation on job satisfaction of librarians in public libraries in Imo and Abia states.

Job Satisfaction of Librarians in Imo and Abia State Public Libraries

The first research question sought to know the level of job satisfaction of the librarians in the public libraries studied. They answered positively to the fact that conducive working environment, salary and benefits, training, vacation and leisure, job security, promotion, respect from employer etc. all have positive influence on their level of job satisfaction. This finding corroborated with the work of Ekere (2010) who found majority of the university librarians showed high level of job satisfaction.

Salary and Level of Job Satisfaction of Librarians in Public Libraries Studied

The findings of this study show the relationship between salary and level of job satisfaction of librarians. The mean responses showed that bonuses and medical bills payment are the least motivation factors affecting job satisfaction. The test of hypothesis revealed that there is a significant relationship between staff salary and level of job satisfaction of librarians in the public libraries studied. In addition, the coefficient of relationship showed that salary has 0.176 coefficient with job satisfaction which falls into the range of very low relationship (0.00-0.20). This means that the relationship between salary and level of job satisfaction is very low.

What this implies is that the respondents are of the opinion that staff salary is inadequate in determining their overall performance and job satisfaction even though it has been a significant and positive motivational factor.

Promotion and Level of Job Satisfaction of Librarians in Public Libraries Studied

The relationship between staff promotion and job satisfaction of the librarians was the major focus of the third research question. It was found that staff promotion as a motivational strategy has positive and significant effect on job satisfaction with a correlation coefficient of 19.6%. This coefficient falls into the range of very low relationship (0.00-0.20) indicating that the relationship between staff promotion and level of job satisfaction is very low.

According to Nnaji-Ihedinmah and Egbunike (2015) a significant relationship between motivation strategies and employee performance.

These two research works corroborate the earlier findings which points to the fact that staff promotion as a motivational strategy has influence on job satisfaction of library employees.

Job Security and Level of Job Satisfaction of Librarians in Public Libraries Studied

The coefficient of relationship between job security and level of job satisfaction was estimated at 0.801 indicating that there is a positive relationship between staff promotion and job satisfaction of the public librarians. This implies that as job security increases, the level of job satisfaction also increases. Interestingly, this coefficient falls into the range of very high relationship (0.81-1.00) indicating that the relationship between job security and level of job satisfaction is very high. This goes to say that the payment of pensions, labour unions, insurance cover etc. provides the needed job security for the librarians.

The calculated t-value showed that the coefficient of relationship between job security and level of job satisfaction is significant and that about 64.2% of the variations in public librarians' job satisfaction is accounted for by the level of job security they enjoy. This finding agrees with the work of Ekere (2010) who opined that majority of librarians show high level of job satisfaction with the presence of motivational packages like retirement benefits.

Staff Training and Level of Job Satisfaction of Librarians in Public Libraries Studied

The fifth research question sought to identify the nature of relationship between staff training and level of job satisfaction of the librarians. Based on the responses to the questionnaires, it was found that training indices such as short courses, mentoring and sponsorship by organizations for further education recorded negative mean scores meaning that they have less impact on job satisfaction of the librarians. The hypothesis test revealed that there is a non-significant relationship between staff training and job satisfaction of the librarians with a very low correlation of 10.5%. This implies that staff training decreases the librarians' level of job satisfaction. Similarly, Abubakar (2016) identified lack of staff training and unwillingness to open opportunities for training as factors that hamper the performance of librarians.

Summary and Conclusion

The major focus of this study was on ascertaining the influence of motivation on job satisfaction and performance of librarians in Imo and Abia state public libraries. The level of performance of every librarian depends on how he/she is motivated by employers; the absence of which affects the optimal performance of the employee. This research work studied motivational strategies viz: staff salary, promotion, job security and training with a view to finding their relationships with job satisfaction of the public library employees.

The educational implications of these findings is that public libraries are made to be efficient in the use of modern technologies and ICT facilities since periodic trainings are not held for the librarians. Also, the dissatisfaction with the job on account of the poor salary packages deprives the users of quality services and this ultimately affects the overall performance of public libraries not only in the libraries studied but in Nigeria in general.

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