LAFIA JOURNAL OF LIBRARY AND INFORMATION SCIENCE
Volume 6, Number 1, 2024.
Available online *https://lalibjournals.org/index.php/ljlis*
ISSN:Print - 2814-0702, Online - 2814-0710
LJLIS

LIBRARIANS' JOB SATISFACTION AS CORRELATE OF EFFECTIVE SERVICE DELIVERY IN STATE UNIVERSITY LIBRARIES IN BENUE AND NASARAWA STATES, NIGERIA.

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Abstract
The study investigated Librarians' job Satisfaction as correlate of effective service delivery in state university libraries in Benue and Nasarawa States, Nigeria. A correlation research design was used, 40 respondents were used for the study. Purposive sampling techniques were used to select two state university libraries. The instrument for data collection was a structured questionnaire. The data collected was analysed using Pearson product moment correlation coefficient (PPMC); t-test was used to test the hypotheses. The findings of the study revealed a positive and strong relationship between librarians job satisfaction with work environment and effective service delivery, librarians' job satisfaction with salary and effective service delivery, librarians' job satisfaction with co-working relationship and effective service delivery, librarians' job satisfaction with promotion and effective service delivery, librarians' job satisfaction with on the job training and effective service delivery, librarians' job satisfaction with management policies and effective service delivery in State University libraries in Benue and Nasarawa States, Nigeria. The hypotheses were tested at 0.05 level of significance and were found to be statistically significant. The study concluded that librarians' job satisfaction has relationship with working environment, salary, promotion, co-working relationship among others. The study recommended that State University Libraries should improve the working condition of the librarians by creating good working environment that would promote good health and positive psychological well-being, prompt payment of librarians salaries, other benefits and training opportunities for librarians via workshops, conferences, seminars and study leave with pay, this will enhance librarians' productivity and effective service delivery.

Keywords: Job Satisfaction, Effective Services, Librarians, Effective Services Delivery, University Libraries, Nigeria.

Background to the Study

In any organization or institution, there are both human and material resources that are instrumental to the overall growth and development of such an institution. Material resources are manned by the human intelligence that constitutes the backbone of the working process. Specifically, the Material resources are assets such as implements and tools which include buildings, furniture, machineries, stationeries, ICT facilities and other fixed assets. Human resources on the other hand refer to the personnel or professionals that make up the human labour force. Human resources also include all categories of staff that are instrumental to the overall functioning of an organization. To ensure effective performance and result oriented output, human resources need to be motivated for effective and efficient service delivery.

Job satisfaction of employees plays a crucial role in determining the general productivity of workers in any organization. Somvir and Kaushik (2012), sees Job as an occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job. Hence, job satisfaction can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living.

In the University, librarians have faced rising challenges relating to working conditions which also affect effective service delivery. Several authors have identified the challenges facing librarians' job satisfaction in public universities. Well-designed and organized offices and work areas make significant differences to how people feel about their work. Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong and Murlis, 2017).

In line with the aforementioned, Jong-Hyun and Yoon (2014), identified work environment factors to include; relationship with bosses, relationship with colleagues, and participation in decision-making processes, pleasant (physical) working environment such as working space, good ventilation, light, cooling system, lavatory etc., benefits, and commitment to the organization. Jong-Hyun and Yoon (2014), emphasize that workers are more influenced by pleasant work environment. By this analysis, managements ought to focus not just on the material resources but also the human resources who manned the workplace. Nigerian University libraries are slow in adopting ergonomic principles in designing these facilities in the libraries (Ikonne and Chinyere, 2014). As a result, the library workforce is encountering ergonomic challenges that could influence the achievement of job satisfaction and effective service delivery.

Dissatisfaction of librarians can be attributed to lack or delay in payment of staff salaries. Salary can be defined as a fixed amount of money paid to a worker usually measured at monthly and annual basis. It is not hourly as opposed to wages. Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work done (Zahra, Xia, Khuram, Liu and Amna, 2015). Obviously, the most evident reward employees receive as a result of work-done is called salary. Workers' salary is one of the major factors for job satisfaction (Jayaraman and Kumar 2013). Jayaraman and Kumar (2013) argue that, workers are motivated when their salaries are paid regularly. Similarly, Jong-Hyun and Yoon (2014) corroborates that workers are significantly satisfied on their job performance depending on payment of salary. Nonpayment of salary is absence or non-remittance of monthly wages of staff. Money is believed to have a great tendency of bringing out a higher job satisfaction in employees when he is adequately paid. It is believed that man is an economic being, whose attitude to work can be influence by money (Ayeni 2015). Wages and salaries paid to workers are important because with money, people can satisfy their needs for status, security, recognition and affiliation. For example, in Nigeria, a person's social worth depends largely on the size of his earnings or acquired monetary wealth exhibited in either building raised, types of house he can afford to live in and the type of car he uses.

A good co-working relationship amongst staff can enhance job satisfaction of workers and effective service delivery. According to Hazarika (2015) co-working relationship refers to good team work, collective visionary work style, coherence, unity of purpose and visionary work drive among all categories of staff. A good co-working relationship accounts for optimism, work drive, emotional resilience and assertiveness of the workers. This is a unique interpersonal relationship that has important implications for the individuals in the workplace as well as the organizations in which the relationships exist and develop. Studies show that workplace relationships directly affect a worker's ability to positively offer effective service delivery. Workers spend more hours in the workplace. These long work hours gradually result into the formation of workplace friendships.

Lack of job satisfaction and effective service delivery can also be as a result of staff promotion. An employee or staff promotion is **recognition received for that person's contribution to the institution or workplace**. Employee promotions can come in many forms, but typically will involve some combination of higher salary, more senior job title, more and higher-level responsibilities. **If the organisation wishes to fill a vacancy with internal candidates, it assigns that higher level job to the chosen employee from within through promotion tests**. Such upward movement can be referred to as promotion. For effective service delivery in an organization, Jong-Hyun and Yoon (2014) indicate that workers who were noted to secure their promotion without delay were significantly influenced positively on their job. This indicates that, job satisfaction equally depends on fair promotion and job involvement. A fair systematic promotion system and a proper

maintenance of same in accordance with the workplace supervisor relations can improve the job involvement of staff. Amune (2013) examined job motivation as a predictor of job satisfaction among professional and non-professional library staff. The study reveals that there are motivational packages that predict the satisfaction of library staff and there is no significant difference between the satisfaction derived by professional and non-professional library staff. The study further showed that library staff derived satisfaction from salary and promotion, adding that, the management of libraries should intensify and sustain policies that will enhance these factors.

Staff training is also an attribute that are geared towards effective service delivery among librarians. Staff training is described as a deliberate act of acquiring new and improved knowledge and skills necessary for the advancement of service delivery. Staff training basically deals with the acquisition of knowledge, know-how, techniques and practices by librarians (Adenike 2011). In fact, training and development is one of the imperatives of human resource management as it can improve productivity at individual, collegial and organizational levels. As the process of 'increasing one's capacity to take action, organizations are now increasingly becoming popular with organizational learning and therefore collective development. Organizational learning, on the other hand, refers to the "efficient procedure to process, interpret and respond to both internal and external information of a predominantly explicit nature (Adenike 2011). Accordingly, the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are tended to its commercial significance and are lacking of empirical information on learning processes. Similarly, Hazarika (2015) corroborates that in the library, one's satisfaction with opportunities for professional training and development denotes workers' satisfaction with the type of experience they are getting in the library, staff meetings, the opportunities to attend seminars, conferences, workshops etc., on behalf of the library, and study leave with salary. Hence, library administrators need to grant their staff enough opportunities to conduct researches. This will go a long way to help them in their professional growth.

Management policy is also a factor for job satisfaction and effective service delivery among librarians. Defining management policy in a general sense involves **defining both institutional activities and system conditions, and then specifying the procedures that should be followed when those events or conditions occur**. The principle control measures involve inspecting job performance of the staff, instructing, guiding, correcting and advising the subordinate staff. This is to ensure that quality services are provided by the various library sections. Effective management is necessary for the smooth running and efficiency of operations of the university libraries whereas bad policies lead to dissatisfaction. Administrative policies adopted and practiced can affect the university library either positively or negatively. These policies seem to reflect in various ways, some of which include: the communication between the university hierarchy and library management, which has been considered to be very difficult.

According to Ngalla (2017), university libraries complain of the uncooperative attitudes of their institutional authorities, which make communication very difficult, with the consequence being that management issues of library are left unresolved. Despite the important role of the library, the relationship between libraries and the university authority has always been difficult, resulting in poor funding and other untold control and interference in its decision-making process. The administrative policy adopted by a university towards its library will certainly determine the importance and status given it. If the policy does not favor the library, its growth will be hampered.

Conclusively, librarians will be satisfied with their job when the above mentioned factors are generously applied. It is based on this background that this study is seeks to Investigate Librarian's job satisfaction as correlate of effective Service delivery in state University libraries of Benue and Nasarawa States.

Statement of the Problem

Job satisfaction in any organization particularly in the library increases motivation, effective service delivery and improved productivity. Despite the vital role play by the university librarians in facilitating knowledge through information dissemination, their demand for a good welfare and enabling environment to render effective service to the library users appears challenging.

The researchers observed that State University librarians particularly of Benue and Nasarawa states are facing job related challenges in the management of the university library. These challenges include: poor work environment, epileptic salary, poor co-working relationship, lack of promotions, absence of further training opportunities, and poor policy implementation among others. As a result of this abnormality, the librarians are likely not to perform their duty optimally, which means that users will not be properly served, as such, most clientele are disillusioned with the services offered by the librarians. To address this research concern, the researchers observed that there is relationship between librarians' job satisfaction and effective service delivery in State University Libraries of Benue and Nasarawa States, Nigeria. It is therefore necessary for the researchers to carry out this study to find out these challenges in order to address the challenges.

Objectives of the Study

The objectives of the study were to:

1. determine the extent to which librarians' working environment is related to effective service delivery in State University Libraries in Benue and Nasarawa States, Nigeria.
2. ascertain the level to which librarians' salary satisfaction is related to effective service delivery in State University Librariesin Benue and Nasarawa States, Nigeria.

3. find out the level to which librarians' co-working relationship is related to effective service delivery in State University Librariesin Benue and Nasarawa States, Nigeria.
4. determine the extent to which librarians' promotion satisfaction is related to effective service delivery in State University Libraries in Benue and Nasarawa States, Nigeria.
5. find out the level to which librarians' on the job training is related to effective service delivery in State University Libraries in Benue and Nasarawa States, Nigeria.
6. determine the extent to which librarians' management policies satisfaction is related to effective service delivery in State University Libraries in Benue and Nasarawa States, Nigeria.

Research Hypotheses

The following null hypotheses were formulated to guide the study and tested at 0.05 level of significance:

i. Ho1: There is no significant relationship between work environment satisfaction of librarians' and effective service delivery in Benue and Nasarawa State University Libraries.
ii. Ho2: There is no significant relationship between salary satisfaction of librarians' and effective service delivery in Benue and Nasarawa State University Libraries.
iii. Ho3: There is no significant relationship between co-working relationship of librarians' and effective service delivery in Benue and Nasarawa State University Libraries.
iv. Ho4: There is no significant relationship between promotion satisfaction of Librarians' and effective service delivery in Benue and Nasarawa State University Libraries.
v. Ho5: There is no significant relationship between on-the-job training of librarians' and effective service delivery in Benue and Nasarawa State University Libraries.
vi. Ho6: There is no significant relationship between management policies satisfaction of librarians' and effective service delivery in Benue and Nasarawa State University Libraries.

Review of Related Literature

Jerome Idiegbeyan-Ose et'al (2019) stated that motivation of library staff is inevitable to enhance job satisfaction and increase service delivery especially in private university libraries. The authors were of the opinion that the university management should treat the employee's base on merit as this will go a long way to improve organizational trust and also increase the staff job satisfaction.

Similarly, Igbokwe (2021) opined that majority of librarians accepted that salary

status, opportunity for promotion, good working environment, good interpersonal relationship in the work place, challenging nature of the job and good retirement benefits as what constitutes their job satisfaction. The authors stated among others that job satisfaction has great influence on the librarians' performance, in appraising the staff performance, effort should be made to ensure that factors that makes for job satisfaction are still in place before making a decision on whether a librarian is performing well or bad and take responsibility for management induced inefficiency. Abdul, Yahaya and Olusanya et'al (2022) stated that the level of job performance of the respondent is high; that appreciation, promotion, financial incentives, among others are the major motivational factors that influence job performance of the respondents while salary structure, job security, relationship with co-workers, institution's policies, and work itself are the factors that determine the job satisfaction of the respondents; that motivation and job satisfaction influence the job performance of the respondents to a great extent while inadequate funds to support career development programme of the staff, insufficient technological skills, and lack of proper motivation from the superior are the major barriers to the effective performance of the respondents.

Yaya, Opeke and Onuoha (2016) conducted a study on job satisfaction as correlates of librarians' productivity in public university libraries in Nigeria and were of the opinion that significant relationship between job satisfaction and productivity ($r = 0.025$, $P < 0.05$) of librarians in public university libraries in Nigeria. The authors concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

Research Methodology

The correlational research design was adopted for this study to established relationship between librarians' job satisfaction and effective service delivery. The population of the study comprised of 40 professional librarians. A purposive sampling technique was used to select two state universities. This technique is considered ideal because only state universities were used for the study. The instruments for data collection were structured questionnaires. The instrument was validated by three experts, two from the field of Library and Information Science and one from the field of test and measurement. The final copy of the instrument was trial tested on 20 librarians, 10 each of University of Mkar, Mkar and Joseph Sarwuan Tarka University, Makurdi. Cronbach Alpha was used to analyze the responses from the administered questionnaire. A reliability coefficient of 0.99 was obtained. The method of data analysis for this study is Pearson Product Moment Correlation Coefficient (PPMCC). Research questions were analyzed using Cronbach Alpha while hypotheses were tested using t-test analysis at 0.05

level of significance.

Results

Ho1: There is no significant relationship between work environment satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Table 1: T-test for significance of correlation coefficient between working environment satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries

Item	N	R	df	p-value	A	Decision	Remarks
Working Environment	40	.859	38	0.00	0.05	H_o rejected	Significant
Effective Service Delivery	40						

Table 1 showed that correlation coefficient r= .859, p=0.00 < 0.05. Since the P-value is less than the alpha value at 0.05 level of significance, the null hypothesis which states that no significant relationship between work environment satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries is rejected. This implies that, significant relationships exist between working environment of librarians and effective service delivery in Benue and Nasarawa States University Libraries.

Ho2: There is no significant relationship between salary satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Table 2: t-test for significance of correlation coefficient between salary satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Item	n	r	df	p-value	A	Decision	Remarks
Salary satisfaction	40	.748	38	0.00	0.05	H_o rejected	Significant
Effective service delivery	40						

Table 8 showed that correlation coefficient r= .748, p=0.00 < 0.05. Since the P-value is less than the alpha value at 0.05 level of significance, the null hypothesis which states that no significant relationship between salary satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries is rejected. This implies that,

significant relationships exist between salary satisfaction of librarians and effective service delivery in Benue and Nasarawa States University Libraries.

Ho3: There is no significant relationship between co-working relationship of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Table 3: t-test for significance of correlation coefficient between co-working relationship of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Item	N	r	Df	p-value	.	Decision	Remarks
Co-working relationship	40	.929	38	0.00	0.05	H_o rejected	Significant
Effective service delivery	40						

Table 3 showed that correlation coefficient r= .929, p=0.00 < 0.05. Since the P-value is less than the alpha value at 0.05 level of significance, the null hypothesis which states that no significant relationship between co-working relationship and effective service delivery in Benue and Nasarawa States University Libraries is rejected. This implies that, significant relationships exist between co-working relationship and effective service delivery in Benue and Nasarawa States University Libraries

Ho4: There is no significant relationship between promotion satisfaction of Librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Table 4: t-test for significance of correlation coefficient between promotion satisfaction of Librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Item	N	r	Df	p-value	.	Decision	Remarks
Promotion	40	.894	38	0.00	0.05	H_o rejected	Significant
Effective service delivery	40						

Table 4 showed that correlation coefficient r= .894, p=0.00 < 0.05. Since the P-value is less than the alpha value at 0.05 level of significance, the null hypothesis which states that no significant relationship between promotion satisfaction of Librarians' and effective service delivery in Benue and Nasarawa States University Libraries is rejected. This implies that, significant relationships exist between promotion satisfaction of Librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Ho5: There is no significant relationship between on the job training of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Table 5: t-test for significance of correlation coefficient between job training of librarians' and effective service delivery in Benue and Nasarawa States University Libraries

Item	n	R	Df	p-value	Á	Decision	Remarks
Job training	40	.788	38	0.00	0.05	H_o rejected	Significant
Effective service delivery	40						

Table 5 showed that correlation coefficient r= .788, p=0.00 < 0.05. Since the P-value is less than the alpha value at 0.05 level of significance, the null hypothesis which states that no significant relationship between job training of librarians' and effective service delivery in Benue and Nasarawa States University Libraries is rejected. This implies that, significant relationships exist between job training of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Ho6: There is no significant relationship between management policies satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Table 6: t-test for significance of correlation coefficient between management policies satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

Item	N	r	Df	p-value	Á	Decision	Remarks
Management policies'	40	.876	38	0.00	0.05	H_o rejected	Significant
Effective service delivery	40						

Summary of Major Findings

Based on the study carried out, the following were drawn as summary of major findings:

i. A strong and positive significant relationship exists between work environment satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.
ii. In regards to the relationship between salary satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries. It is revealed that a strong and positive significant relationship thus exists between salary

satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

iii. There is a strong and positive significant relationship between co-working relationship of librarians' and effective service delivery in Benue and Nasarawa States University Libraries

iv. The relationship that exist between promotion satisfaction of Librarians' and effective service delivery in Benue and Nasarawa States University Libraries is positive and has a strong significant

v. Job training is key and essential for library staff to render effective service delivery, from the study, it revealed a positive and strong significant relationship that exist between job training of librarians' and effective service delivery in Benue and Nasarawa States University Libraries.

vi. The study finally showed a positive and strong significant relationship between management policies and effective service delivery in Benue and Nasarawa States University Libraries.

Discussion of Findings

Result on research question one shows a positive and strong correlation between work environment satisfaction of librarians' and effective service delivery. This finding agrees with a study carried out by Castro and Martins (2010) on relationship between organizational climate and job satisfaction and to determine whether employees' perceptions of work environment influence their level of job satisfaction. The study revealed how environmental conditions influence librarians' job satisfaction. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the organization must satisfy the needs of her employees by providing good working conditions. The result indicates a positive relationship between working environment and employee job satisfaction. The organization needs to realize the importance of good working environment for maximizing the level of job satisfaction. This will motivate librarians to effectively discharge their duty, contribute to the development of such organization and also may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives. This also agrees with the work of Owolabi and Salaam (2010) who found a significance relationship between work environment and effective service delivery. The authors stressed that there was a need for management at all levels to provide good working environment to librarians considering the nature of their jobs and stressed the need for academic librarians to join the rest of the world in computerization of their services and being linked to the internet. Based on the findings above, the authors opined that workers should be provided with the status of permanent pleasant work environment, and various welfare and benefits to encourage high productive, job satisfaction and effective service delivery.

On the relationship between salary satisfaction of librarians' and effective service delivery in Benue and Nasarawa States University Libraries. The findings of this study revealed a positive and strong relationship. This result corroborates with Igbokwe (2021), who investigated the influence of job satisfaction on performance of librarians in federal university libraries. The study reviewed and accepted that salary status is one of the factors that constitute job satisfaction and is a vital enticement that entices and retains the workers in organizations. Timely dissemination of information to patrons can be enhanced only when library personnel have high commitment. It is important to know the level of job satisfaction of librarians, since the level of job satisfaction achieved by librarians would develop policies and programmes that will improve effective service delivery. Secondly, the findings of this study also agrees with Jerome Idiegbeyan-oseet'al (2019) and AdeyinkaTella and Olamide Abigail Ibinaiye (2019) whose findings reviewed that motivation of library staff is inevitable to enhance their job satisfaction and increase service delivery especially in university libraries and also that salaries and allowances of library personnel are motivational factors that can encourage and boost the morale of library staff to render effective service delivery to library users. This implies that librarians' derived satisfaction and motivation from salary/allowances paid to them and this enhances effective service delivery.

Findings on research question three shows a strong and positive relationship between co-working relationship of librarians and effective service delivery in Benue and Nasarawa States University Libraries. This was tested to be statistically significant at 0.05 level of significant. This also agrees with the work of Abdul Hadi Ayodeji et'al (2022) who conducted a study on motivation and job satisfaction as correlates of job performance of library staff in Landmark University, Omu-Aran, Kwara State, Nigeria. Who reported in their findings that relationship with co-workers was one among the factors that lead to job satisfaction and effective service delivery among library staff. This implies that good interpersonal working relationship affects effective service delivery hence good co-working relationship accounts for a good team work, optimism, work drive, collective visionary work style, coherence, emotional resilience and assertiveness of the worker.

The fourth finding of this study discovered a positive and strong correlation between promotion and effective service delivery. This agrees with the work of Igbokwe Patrick (2021) who survey study found that opportunity for promotion constitutes job satisfaction among library staff of Federal Universities in Nigeria. This implies that when librarians are presented with promotional opportunities, they are motivated to work hard and are also satisfied.

The final finding of this study showed a positive and strong correlation between, management policies and effective service delivery. This was tested to be statistically significant at .05 level of significant. This agrees with the findings of a study conducted by Abdul Hadi Ayodeji et'al (2022), whose findings reviewed that institutional policies constitute one of the elements that determine the job satisfaction of library staff. They

pointed out that job satisfaction is reported low especially where management policies are unfavorable. A proper management policy of university libraries would lead to a better performance and the achievement of the desired objectives.

Conclusion

Based on the findings, it could be concluded that Librarians in Benue and Nasarawa States University Libraries are dissatisfied with their work, hence they are faced with the problems of poor working environment, delay in payment of salary/allowances, poor co-working relationship among colleagues and users of the library, lack of promotion, absence of further training opportunities as well as poor policy implementation which hinders effective service delivery to library users.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. State University Management should improve the working condition of the librarians by creating good working environment that will promote good health and positive psychological well-being.
2. State University Management should ensure prompt payment of librarians' salary and other fringe benefits and they should also consider improving the salary levels and the fringe benefits of the librarians. It is believed that the more attractive their salary and fringe benefits are, the more satisfied and committed they will be in their services.
3. There should be co-working relationship among librarians and by extension all the library staff for this will enhance good team work, unity of purpose among others
4. University management should also grant the librarians enough opportunities for training via workshops, conferences, seminars and study leave with pay etc. This could help them in their professional growth.
5. Periodic promotion and fair level of placement of Librarians should be instituted by the management, for this will improve productivity, satisfaction and effective service delivery.
6. Favorable policies that will make the librarians satisfied and render effective service delivery should be instituted by the University management.

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