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JOB SATISFACTION AND MOTIVATION AMONG FEMALE LIBRARIANS IN ACADEMIC LIBRARIES IN NORTH EASTERN, NIGERIA

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Abstract
*This study determined Job Satisfaction and Motivation among Female Librarians in Academic libraries in North Eastern, **Nigeria**. The study was guided by three (3) objectives and three (3) research questions. Survey research design was used in the study. The target population was 121 female librarians and the study adopted census and use the entire population, because it is manageable. Questionnaire was the main instrument for data collection. Data were analyzed using descriptive statistics of frequency counts and percentages displayed in tables. The findings revealed that the level of job satisfaction among female librarians in academic libraries was high, the extent of motivational factors among female librarians in academic libraries was high, while the level of hygiene factors among female librarians in academic libraries was moderate in academic libraries in Northeast, Nigeria. Based on the findings some recommendations were given this: the university managements in collaboration with university librarians should provide sufficient resources and tools to perform job effectively and make promotion opportunities very easier to attain so as to increase job satisfaction.*
Keywords: Job Satisfaction, and Motivation, Among Female Librarians, In Selected Academic Libraries.

Introduction

Libraries, irrespective of their types and sizes, are recognized as essential centers for providing and utilizing high-quality print and digital information resources. They are the central hubs for information resources, crucial for the effective transmission of knowledge. Libraries play a vital role in promoting national integrity and preserving cultural heritage. Academic libraries, which are part of colleges, polytechnics, and universities, are well-structured institutions led by librarians with specific goals aligned with those of their parent institutions.

Job satisfaction is the degree of fulfillment employees experience regarding their job, impacting their performance and general well-being. When job satisfaction is high, it usually results in enhanced productivity, reduced turnover rates, and greater loyalty to the organization. For female librarians, job satisfaction can be shaped by multiple factors such as the work environment, recognition, opportunities for professional growth, and work-life balance. In order to work effectively, it is expected that the library staff should have a sense of job satisfaction. Job satisfaction is a major determinant of workers-commitment and productivity in any organization.
Tella (2019) defined job satisfaction as an employee's psychological state, including feelings, attitudes, and behaviors, encompassing positive emotions, reactions, and cognitive evaluation. University libraries may boost job satisfaction of librarians by providing recognition, promotion, conducive working environment and remuneration and librarians may be more satisfied with their job if there is high level of opportunities, recognition, security and supervision.

The level of job satisfaction among female librarians in academic libraries varies based on various factors. Research assesses overall job satisfaction, including work environment, responsibilities, and career opportunities. It also evaluates compensation, benefits, career development, work-life balance, management and leadership, recognition and rewards, and job role and responsibilities. Surveys, interviews, and questionnaires are used to gather data on these dimensions, helping academic institutions identify areas for improvement to enhance job satisfaction among female librarians. Ariyo and Okwilagwe (2020) found that job satisfaction is influenced by various factors including appreciation, communication, co-workers, fringe benefits, job conditions, organization, personal growth, policies, and promotion.

Motivation plays a vital role in determining job satisfaction. It can stem from intrinsic sources, such as personal fulfillment, which enhance engagement and commitment. Extrinsic factors like rewards and recognition also contribute positively to job satisfaction. Job security is another significant element that can enhance job satisfaction. Creating a positive work environment characterized by respect, support, and collaboration, along with providing autonomy, further boosts job satisfaction. Clear goals, regular feedback, and opportunities for improvement are essential for achieving job satisfaction. Additionally, work-life balance can be enhanced through flexible work arrangements, supportive policies, and career development opportunities. Motivation has an impact on female librarians' performance and job satisfaction in the libraries that will be examined. The precision, caliber, and promptness of a librarian's work can be used to gauge how well they do on the job. Promotional possibilities, good working circumstances, decision-making responsibilities, and monetary compensation are examples of factors that motivate library employees and have an impact on their job satisfaction and performance.

Yaya (2019) remuneration otherwise conceived as salary is the aggregate of monetary value allocated to workers at the end of the month. Librarians are paid for the services rendered to encourage continued employment. Remuneration, if low, can adversely influence a librarian to leave his job, but if it is satisfactory or high, it will boost the morale and there would be no turn over effect. Martin (2020) study's' did not found any difference between librarians and library staff on the bases of gender, race, type of library, position and work performed in the library. Herzberg's Hygiene Theory, derived from Maslow's hierarchy of needs, posits that certain workplace elements can cause dissatisfaction (hygiene factors) while others lead to satisfaction (motivational factors).

This theory can be applied to understand female job satisfaction by addressing hygiene factors like workplace safety, company policies, positive interpersonal relationships, recognition of contributions, growth opportunities, and engaging work. Herzberg's Hygiene-Motivation Theory was used to examine the status of female librarians' job satisfaction in particular academic libraries in Northeast Nigeria. This is a complicated and varied topic. A key element in influencing an employee's general wellbeing and productivity, especially female librarians, is job happiness. Herzberg's theory makes a distinction between hygiene elements, which, if absent, can result in job discontent, and motivation factors, which, if present, can result in job satisfaction. A study by Raisani (2016) affirms that gender is negatively related to teacher satisfaction and indicated that female teachers were more satisfied with colleagues, responsibility and work itself than their male counterparts.

Statement of the Problem

Despite numerous efforts by academic library, observations by the researcher indicated that female librarians in Northeastern Nigeria's in academic libraries in Northeastern Nigeria face low job satisfaction and motivation, often not adequately addressing user inquiries. This lack of performance may seem to stem from insufficient motivation and workplace stress, which includes factors like lack of recognition, poor working conditions, unequal academic benefits, and excessive workloads. A work environment, which encompasses systems, processes, structures, tools, and the physical location of the workplace, plays a crucial role in employee performance. Academic librarians seemed to face challenges such as discrimination in fringe benefits allocation, limited promotion and career advancement opportunities, hygiene factors, gender biases, and inadequate working conditions. Thus, it is against this background that the researcher intends to investigate the Job Satisfaction and motivation among female librarians in academic libraries in Northeastern Nigeria., using Herzberg's Hygiene-Motivation Theory.

Objectives of the Study

The objectives of the study were to determine:

1. The level of job satisfaction among female librarians in academic libraries in Northeast, Nigeria.
2. The extent of motivation among female librarians in academic libraries in Northeast, Nigeria.
3. The level of hygiene factors among female librarians in academic libraries in Northeast, Nigeria.

Review of Related Literature

A study conducted by Badia and Madawaki (2016) discovered that library personnel had low levels of job satisfaction, with most respondents expressing dissatisfaction with their jobs in Nigeria. The study examined how job satisfaction influences the commitment of librarians in federal university libraries in South-South Nigeria. This research was prompted by observed issues with commitment in many organizations, including university libraries, and highlighted job satisfaction as a crucial factor for improving librarians' commitment. The study included a population of 252, using total enumeration due to the manageable size. Data was collected through

a validated questionnaire employing Exploratory Factor Analysis, with Cronbach's Alpha values of 0.883 for employee commitment and 0.923 for job satisfaction. The analysis involved frequency counts, percentages, mean, and standard deviation, with hypotheses tested at a 0.05 significance level using simple and multiple linear regression analysis in SPSS version 21. The findings indicated a high level of both librarians' commitment ($\bar{x} = 2.86$) and job satisfaction ($\bar{x} = 2.86$). Job satisfaction significantly influenced librarians' commitment in federal universities in South-South Nigeria ($\beta = 0.511$, $t = 8.641$, $p < 0.05$).

Study conducted by Yusuf (2015) examined the impact of motivation on the job performance of para-professional staff in tertiary institution libraries in Kaduna State. The study utilized a survey method, employing structured questionnaires and interviews for data collection. The findings highlighted several strategies used to motivate para-professional library personnel, including regular fixed payments, job design improvements like rotation, enlargement, and enrichment, as well as promotion opportunities, education, and training. The study concluded that these motivational strategies significantly correlated with improved work performance among para-professional library personnel in Kaduna State.

Study conducted by Badawo (2016) conducted a study on the job satisfaction levels of female librarians in Nigeria, utilizing Herzberg's Hygiene/Motivator factors. The research employed an ex-post facto design and involved a sample of 228 randomly selected female librarians from 35 libraries across Nigeria's six geopolitical zones. The data were analyzed using descriptive and inferential statistics. The findings revealed that female librarians in Nigeria were highly satisfied with various aspects of their jobs, including achievement, library's policies and procedures, interpersonal relationships, recognition, growth/advancement, the work itself, salary, personal life, and job security.

Research Methodology

A descriptive survey research design was adopted for the study. The population comprised of one hundred and twenty-one (121) female librarians. They are all female staff of Ramat Library, University of Maiduguri, Dr. Goodluck Ebele Jonathan Library, Yobe State University, Olusegun Obasanjo Library, Federal Polytechnic Damaturu. A census sampling technique was adopted for the study, as the entire population was considered small and manageable. This approach aligns with the view of Borg and Gall (2007), who recommend studying the whole population when its size is relatively small. The selection of the three tertiary institution libraries was based on the fact that they have a higher concentration of female librarians and were established earlier than other institutions in the North-East Zone of Nigeria. Consequently, no sample size was drawn, since the entire population was fully covered, as presented in Table 1.

Table 1: Population

S/N	Tertiary Institutions Libraries	Population (Registered Staffs)	Sample
1.	Ramat Library University of Maiduguri, Maiduguri, Borno State.	56	56
2.	Dr. Goodluck Ebele Jonathan Library Yobe State Uni versity, Damaturu Yobe State	37	37
3.	Olusegun Obasanjo Library Federal Polytechnic Damaturu, Yobe State	28	28
	Total	**121**	**121**

Source: Membership Registration Files of the three University Libraries in North East, Nigeria. 2022/2023 session

Data Analysis and Interpretation

One hundred and twenty-one (121) copies of the questionnaire administered to the respondents and the response rate recorded was one hundred and four (86%). while, 17(14%) copies were not returned. The response rate of 104 (86%) was considered to be adequate enough for data analysis used in this study.

Table 2: Distribution of Respondents by Tertiary Institutions Libraries

Tertiary Institutions Librari es	Frequency	Percentage (%)
Ramat Library, University of Maiduguri, Borno State	49	47%
Dr. Goodluck Ebele Jonathan Library, Yobe State University	32	31%
Olusegun Obasanjo Library, Federal Polytechnic Damaturu, Yobe State	23	22%

Table 2 shows demographic information of respondents by gender, age and qualification and tertiary institutions libraries. The results indicate that, 0(0%) are males and 104(100%) are females. This implies that the whole respondents are females. The educational qualification of the respondents indicated that PhD holders are 2(2%), MLS/MLIS holders are 22(21%), BLS/BLIS are 62(60%), HND are 3(3%) and Diploma/OND are 15(14%) respondents. The educational qualification of the respondents has indicated that BLS/BLIS holders have the highest number. The Ramat Library, University of Maiduguri, Borno State has 49(47%) respondents, Dr. Goodluck Ebele Jonathan Library, Yobe State University has 32(31%) respondents, and Olusegun Obasanjo Library, Federal Polytechnic Damaturu Yobe State has 23(22%) respondents. This implies therefore that Ramat Library, University of Maiduguri, Borno State has the highest number of respondents.

Research Question One:

What is the level of job satisfaction among female librarians in academic libraries in Northeast Nigeria?

Table 3: The level of job satisfaction among female librarians in academic libraries in Northeast, Nigeria.

S/N	Level of job satisfaction	N	HL	ML	LL	ZL	Mean
1	I feel valued and respected by my colleagues.		72	24	6	2	3.46
2	I have access to sufficient resources and tools to perform my job effectively.		1 (1%)	3 (3%)	64 (61%)	36 (35%)	
3	I am satisfied with the level of support provided by management.		16 (15%)	49 (47%)	25 (24%)	14 (13%)	
4	I have opportunities for professional growth and development within my role.		17 (16%)	66 (64%)	16 (15%)	5 (5%)	
5	I am satisfied with the level of recognition I receive for my work contributions.	**104**	49 (47%)	28 (27%)	18 (17%)	9 (9%)	
6	My workload is manageable and allows for a healthy work-life balance.		36 (35%)	62 (59%)	4 (4%)	2 (2%)	
7	I feel secure in my job position within the library.		64 (61%)	34 (33%)	2 (2%)	4 (4%)	
8	I am satisfied with the promotion opportunities available to me.		18 (17%)	24 (23%)	49 (47%)	13 (13%)	
9	I have a positive and collaborative working relationship with my supervisor.		68 (65%)	28 (27%)	4 (4%)	4 (4%)	
10	I feel motivated and satisfied with my career as a librarian in an academic setting.		66 (63%)	34 (33%)	1 (1%)	3 (3%)	
	Gross Total		**407**	**352**	**189**	**92**	
	Average		**41**	**35**	**19**	**9**	
			(39%)	**(34%)**	**(18%)**	**(9%)**	

Keys: High Level (HL), Moderate Level (ML), Low Level(LL) & Zero Level (ZL)
(72x4)+(24x3)+(6x2)+(2x1)/104 = 374/104 = 3.46

Create a column for weighted mean, calculate it and use it for data interpretations instead of percentages. Percentages are ok for ordinary scale of 2 point ratings like table 2 but not for 4 point scales. Use this comment for tables 3-5.

Table 3 shows **th**e level of job satisfaction among female librarians in academic libraries with, I feel valued and respected by my colleagues 72(69%) respondents, I am satisfied with the level of recognition I receive for my work contributions 49(47%) respondents, I feel secure in my job position within the library 64(61%) respondents, I have a positive and collaborative working relationship with my supervisor 68(65%) respondents and I feel motivated and satisfied with my career as a librarian in an academic setting 66(63%) respondents indicated high level, while I am satisfied with the level of support provided by management 49(47%) respondents, I have opportunities for professional growth and development within my role **66(64%) respondents and** my workload is manageable and allows for a healthy work-life balance 62(59%) respondents indicated moderate level. I have access to sufficient resources and tools to perform my job effectively 64(61%) respondents and I am satisfied with the promotion opportunities available to

me 49(47%) respondents indicated low level. This implies that, out of 104 respondents, majority with 41(39%) respondents indicated high level, followed by 35(34%) respondents who indicated moderate level and 19(18%) respondents indicated low level, while 9(9%) respondents indicated zero level. Therefore, the **level of job satisfaction among female librarians in academic libraries** revealed high level by majority of the respondents. 41 (39%).

Research Question Two:
What is the extent of motivation among female librarians in academic libraries in Northeast, Nigeria?

Table 4: The extent of motivation factors among female librarians in academic libraries in Northeast, Nigeria

S/N	Extent of motivation factors	N	HE	ME	LE	ZE	Mean
1	I feel motivated by the opportunity to make a positive impact on students and faculty through my work.		76	20	4	4	3.46
2	The recognition I receive from my superiors motivates me to perform my best.		67 (64%)	30 (29%)	6 (6%)	1 (1%)	
3	Opportunities for career advancement encourage me to stay committed to my role.		23 (22%)	42 (40%)	21 (20%)	18 (17%)	
4	I am moti vated by the professional development opportunities available to me.		48 (46%)	29 (28%)	18 (17%)	9 (9%)	
5	Financial incentives, such as salary and bonuses, contribute to my job motivation.	**104**	72 (69%)	16 (15%)	10 (10%)	6 (6%)	
6	I am motivated by the supportive work environment within the library.		3 (3%)	42 (40%)	58 (56%)	1 (1%)	
7	Receiving feedback on my performance motivates me to improve and excel.		52 (50%)	38 (37%)	12 (11%)	2 (2%)	
8	Flexibility in my job schedule positively impacts my motivation.		22 (21%)	58 (56%)	18 (17%)	6 (6%)	
9	The sense of job security in my role motivates me to stay dedicated.		48 (46%)	32 (31%)	22 (21%)	2 (2%)	
10	I am motivated by a sense of personal accomplishment and growth in my role as a librarian.		18 (17%)	54 (52%)	18 (17%)	14 (14%)	
	Gross Total		**429**	**361**	**187**	**63**	
	Average		**43 (41%)**	**36 (35%)**	**19 (18%)**	**6 (6%)**	

Keys: High Level (HL), Moderate Level (ML), Low Level(LL) & Zero Level (ZL)

Table 4shows the extent of motivation factors among female librarians in academic libraries with, I feel motivated by the opportunity to make a positive impact on students and faculty through my work 76(73%) respondents, recognition I receive from my superiors motivates me to perform my best 67(64%) respondents, I am motivated by the professional development opportunities available to me 48(46%) respondents, financial incentives, such as salary and bonuses, contribute to my job motivation 72(69%) respondents, receiving feedback on my performance motivates me to improve and excel 52(50%) respondents and sense of job security in my role motivates me to stay dedicated 48(46%) respondents indicated high extent, while opportunities for career advancement encourage me to stay committed to my role 42(40%) respondents, flexibility in my job schedule positively impacts my motivation 58(56%) respondents and I am motivated by a sense of personal accomplishment and growth in my role as a librarian 54(52%) respondents indicated moderate extent. I am motivated by the supportive work environment within the library 58(56%) respondents indicated low extent. This implies that, out of 104 respondents, majority with 43(41%) respondents indicated high extent, followed by 36(35%) respondents who indicated moderate extent and 19(18%) respondents indicated low extent, while 6(6%) respondents indicated zero extent. Therefore, the extent of motivation factors among female librarians in academic libraries using average score revealed high extent by majority of the respondents at 43 (41%) and 36 (35%) at moderate extent.

Research Question Three:
What are the level of hygiene factors among female librarians in academic libraries in Northeast, Nigeria?

Table 5: The level of hygiene factors among female librarians in academic libraries in Northeast, Nigeria.

S/N	Statement	N	HL	ML	LL	ZL
1	My salary and benefits meet my basic needs and contribute to my job satisfaction.		8	8	46	42
2	I work in a clean, safe, and comfortable environment.		4 (4%)	22 (21%)	76 (73%)	2 (2%)
3	I am satisfied with the library 's policies and procedures that affect my job.		38 (36%)	52 (50%)	8 (8%)	6 (6%)
4	I feel that my job security is stable within the organization.		58 (56%)	32 (31%)	10 (9%)	4 (4%)
5	I have access to adequate resources and materials needed to perform my job effectively.	**104**	6 (6%)	38 (36%)	56 (54%)	4 (4%)
6	The organization's policies on leave and vacation are fair and reasonable.		39 (37%)	44 (42%)	11 (11%)	10 (10%)
7	The quality of supervision I receive contributes to a positive work environment.		64 (61%)	22 (21%)	8 (8%)	10 (10%)
8	I am satisfied with the interpersonal relationships I have with my colleagues.		36 (35%)	46 (44%)	12 (11%)	10 (10%)
9	My work schedule allows me to maintain a healthy work-life balance.		40 (38%)	30 (29%)	32 (31%)	2 (2%)
10	I am satisfied with the communication and information flow within the organization.		18 (17%)	32 (31%)	42 (40%)	12 (12%)
	Gross Total		**311**	**326**	**301**	**102**
	Average		**31 (30%)**	**33 (32%)**	**30 (29%)**	**10 (9%)**

Keys: High Level (HL), Moderate Level (ML), Low Level(LL) & Zero Level (ZL)

Table 5 shows the level of hygiene factors among female librarians in academic libraries with, I feel that my job security is stable within the organization 58(56%) respondents, quality of supervision I receive contributes to a positive work environment 64(61%) respondents and my work schedule allows me to maintain a healthy work-life balance 40(38%) respondents indicated high level, while I am satisfied with the library's policies and procedures that affect my job 52(50%) respondents, organization's policies on leave and vacation are fair and reasonable 44(42%) respondents and I am satisfied with the interpersonal relationships I have with my colleagues 46(44%) respondents indicated moderate level. My salary and benefits meet my basic needs and contribute to my job satisfaction 46(44%) respondents, I work in a clean, safe, and comfortable environment 76(73%) respondents, I have access to adequate resources and materials needed to perform my job effectively 56(54%) respondents and I am satisfied with the communication and information flow within the organization 42(40%) respondents indicated low level. This implies that, out of 104 respondents, majority with 33(32%) respondents indicated moderate level, followed by 31(30%) respondents who indicated high level and 30(29%) respondents indicated low level, while 10(9%) respondents indicated zero level. Therefore, the **level of hygiene factors**

among female librarians in academic libraries revealed moderate level at 33 (32%) by majority of the respondents.

Discussion

This study determined Job Satisfaction and Motivation among Female Librarians in Academic libraries in North Eastern, Nigeria. Findings on the level of job satisfaction among female librarians in academic libraries revealed high level by majority of the respondents. However, respondents feel valued and respected by colleagues, satisfied with the level of recognition i receive for my work contributions, they feel secure in their job position within the library, respondents have a positive and collaborative working relationship with supervisor and feel motivated and satisfied with career as a librarian in an academic setting indicated high level. This result was disagreed with the study of Idiegbeyanose (2018) who revealed that the level of job satisfaction of respondents was low. Poor recognition and working environment provided by their organizations were the reasons for their low level of job satisfaction.

Findings on the extent of motivational factors among female librarians in academic libraries is high. However, respondents feel motivated by the opportunity to make a positive impact on students and faculty through my work, recognition i receive from my superiors motivates me to perform my best, motivated by the professional development opportunities available to me, financial incentives, such as salary and bonuses, contribute to my job motivation, receiving feedback on my performance motivates me to improve and excel and sense of job security in my role motivates me to stay dedicated indicated high extent. The results disagreed with the study of Sinha (2020) who studied career mobility as one critical activity that improves employee motivation and as a result, institutional effectiveness. The goal of career mobility is to balance employees' goals with the firm's tasks, resulting in increased institutional efficiency. Career mobility is assessment for promotion, with the aim of improving people's lives. In the study on Federal university libraries in North-East Nigeria, the second research question focused on assessing the extent of motivational factors among librarians.

Findings on the level of hygiene factors among female librarians in academic libraries is moderate. However, respondents are satisfied with the library's policies and procedures that affect their job, organization's policies on leave and vacation are fair and reasonable **and** satisfied with the interpersonal relationships I have with my colleagues indicated moderate level. This is in line with Badawo (2016) conducted a study on the job satisfaction levels of female librarians in Nigeria, utilizing Herzberg's Hygiene/Motivator factors. The findings revealed that female librarians in Nigeria were highly satisfied with various aspects of their jobs, including achievement, library's policies and procedures, interpersonal relationships, recognition, growth/advancement, the work itself, salary, personal life, and job security.

Conclusion

The findings of this study indicate that female librarians in academic libraries in Northeast Nigeria enjoy a high level of job satisfaction, largely influenced by the high extent of motivational factors such as recognition, achievement, and opportunities for career advancement. Nevertheless, the study revealed that the level of hygiene factors including salary, working environment, and institutional policies remains only moderate, suggesting areas that require further improvement.

The study further established that the relationship between motivational factors and job satisfaction among female librarians is strong and positive, highlighting the critical role motivation plays in enhancing professional fulfillment. Importantly, there is a significant relationship between motivational factors and job satisfaction, confirming that improvements in motivation directly contribute to higher satisfaction levels. The study concludes that while motivational factors effectively sustain job satisfaction among female librarians, greater attention to hygiene factors is essential to further strengthen their professional well-being and performance in academic libraries across Northeast Nigeria.

Recommendations

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

1. The Federal university libraries should sustain and strengthen job satisfaction since female librarians already exhibit a high level of job satisfaction, the university management should continue to sustain existing practices that promote fulfillment, such as recognition of professional contributions, fair workload distribution, and opportunities for skill development.
2. The Federal university libraries should enhance motivational factors given the high extent of motivational factors, the university management should consolidate and expand initiatives that encourage professional growth. This may include sponsorship for conferences, provision of scholarships for higher education, mentoring programs, and recognition awards for outstanding performance.
3. The Federal university libraries should improve hygiene factors the moderate level of hygiene factors suggests a need for significant improvement. the university management should review staff welfare policies, enhance salaries, provide better working conditions, ensure job security, and upgrade facilities to create a more supportive work environment for female librarians.

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