

**FACTORS AFFECTING THE LEVELS OF JOB SATISFACTION OF FEMALE LIBRARIANS IN NIGERIA: A TEST OF HERZBERG'S HYGIENE/MOTIVATOR FACTORS**

**BY**

**GHAJI BADAWI, PhD**

**BLS, MLS, PhD (Bayero University, Kano)  
Department of Library and Information Sciences  
Bayero University, Kano. Nigeria.**

**ABSTRACT**

This study was designed to investigate the levels of job satisfaction of female librarians in Nigeria using Herzberg's Hygiene/Motivator factors of job satisfaction. Its aim was to provide an empirical test of the applicability of Herzberg's Hygiene/Motivator factors of job satisfaction on female librarians in Nigeria. A total of 228 randomly selected female librarians from 35 libraries drawn from the six geographical zones of Nigeria constituted the sample, 176 female librarians from 35 libraries returned useable questionnaires for the data analysis. Descriptive and Inferential statistics were used to analyse the data collected. The results of the study showed that female librarians in Nigeria are very satisfied with achievement, interpersonal relationships, recognition, growth/advancement, work itself, salary, personal life and job security. They reported moderate satisfaction with supervision and responsibility. They accounted the lowest job satisfaction with status and working condition. The study pointed out that the one overwhelming dissatisfaction of female librarians in Nigeria towards their job revealed in this study was towards policy and administration of libraries. This meant that more studies on the job attitude of library administrators should be undertaken to lessen this common dissatisfaction among female librarians. The study revealed the need for a new approach to librarianship in Nigeria by considering the human side of the profession as well as its technical side.

**INTRODUCTION AND BACKGROUND TO THE STUDY**

Since the last two and a half decades and most especially from the 1980s, there has been massive campaign for women's development in the social, economic and political sectors of Nigeria. This has not only uplifted women's lives and made them active participants in those sectors, but has also made Nigeria a role model for women's development in other African countries. This is a step in the right direction for women engaged in all **profession and occupation**. It is especially a good thing for women in occupations and professions that have not been well researched into, such as women in librarianship. The situation (state of affairs) of women librarians is one of those areas least investigated worldwide (Schiller:1989) and hardly ever fully researched in Nigeria (Buhari:1998)

This research is an attempt to investigate the levels of job satisfaction amongst women librarians in Nigeria. Understanding and improving job satisfaction among librarians in Nigeria in general, and female librarians in particular is a central issue in the field of librarianship today and more importantly in the successful administration of Nigerian libraries and library schools.

**STATEMENT OF THE PROBLEM**

Libraries are agents for social development. But libraries can function and help

bring about social development only when the librarians running them are efficient. We also know that workers in general are efficient only when they are satisfied with their jobs (Inanga:1988). It has been revealed by researchers such as Edem (1995), Whaba (1975) and Nzzota (1983) that librarians in general and female librarians in particular were not satisfied with their jobs. Considering Herzberg's (1959) "Theory of Job Satisfaction", it becomes imperative for governments and other employers of female librarians to vigorously pursue the objective of satisfying the needs of this class of workers for sustaining better library and education services.

**RESEARCH QUESTIONS**

1. Are female librarians in Nigeria satisfied with their jobs?
2. To what extent do Herzberg's Hygiene factors (HHF), relate to the Levels of job satisfaction (LOJS) of female librarians working in Nigerian libraries?
3. To what extent do Herzberg's Motivator Factors (HMF) relate to the levels of job satisfaction (LOJS) of female librarians working in Nigerian libraries?

**OBJECTIVES OF THE STUDY**

- 1.To determine the Levels of Job Satisfaction

- (LOJS) of female librarians in Nigeria.
2. To ascertain whether Herzberg's Hygiene Factors (HHF) and Herzberg's Motivator Factors (HMF) have any validity for female librarians in Nigeria in terms of their Levels of Job Satisfaction (LOJS)

out concerning the job satisfaction of female librarians (Awotirife: 1975). Even with full employment, the utilization of manpower in any country may not be complete because the individual may not be working at his or her highest possible capacity. His or her attitude towards the job could be negative.

To the female librarian, an understanding of the forces that lead to improvement in the levels of job satisfaction would bring greater contentment and greater self-awareness. The results from this research could give library and education planners in Nigeria some empirical evidence of what needs female librarians in the country are not able to meet from their work as librarians. On the basis of such information adequate strategies may be developed to improve the female librarians' job satisfaction and thus their motivation to perform as best they could in their libraries.

### **SIGNIFICANCE OF THE STUDY**

The significance of this study includes the fact that job satisfaction may lead to improved job performance because from the available literature on the subject, it appears that satisfaction with certain characteristics of the job is related to excellent job performance.

In Nigeria, the significance of this study is obvious given the relatively few number of studies carried

### **LITERATURE REVIEW**

#### **CONCEPT OF LIBRARIANSHIP**

Librarianship is concerned with the informational needs of the societies they serve, the plans and efforts that they develop and make to meet these needs and the results of these plans and efforts. :

According to Amadi (1981)

If the librarian is to become an effective mediator between man and his graphic records, librarianship must be much more than a bundle of trick taught in a trade school for finding a particular book on a particular shelf for a particular patron with a particular need. He would be doing his job badly if he does not possess a true mastery over the means of access to recorded knowledge.

#### **CONCEPT OF JOB SATISFACTION**

Organisations whether in the private or public sector, are generally concerned with motivation, job satisfaction and concomitant productivity among employees. "An employee who is neither motivated nor productive is an expendable item of excess baggage" notes Madigan (2000). Essentially, most individuals are motivated for different reasons to survive in some way or another. The degree to which some people survive better than others is based upon a complex formula of individual needs, desires, goals, aspirations and other phenomena. A dissatisfied worker is an unnecessary addition to his or her organization's problems.

### **2.3 FREDRICK HEZBERG'S "HYGIENE/MOTIVATOR THEORY"**

#### **Introduction**

Herzberg proposed that individuals had two kinds of needs i.e. needs that were Hygiene and needs that were Motivators. The factors that prevent dissatisfaction are called hygiene factors because their effect on the worker resembles that of physical hygiene on the body. If hygiene is denied, things can go from bad to worse. Herzberg found that there were many hygiene factors in the work place. This included money, supervision, status, security, working conditions, policies and organisational relations.

Herzberg (1957) found out from his research that

Factors in the job context (salary, condition of work etc) meet the needs of the individual for avoiding unpleasant situation (salary that would not meet basic needs, noisy dirty working place)). In contrast, to these Hygiene factors.... the job context factors (Motivators) reward the needs of the individual to reach his or her aspiration. These effects on the individual can be conceptualised as actualising approach rather than Avoidance needs...

**METHODOLOGY**

**RESEARCH TECHNIQUE EMPLOYED**

A survey methodology involving a close-ended questionnaire was used to collect written responses from female librarians in 35 libraries across Nigeria.

**IDENTIFICATION OF POPULATION AND SAMPLE FOR THE STUDY**

**TABLE 1** POPULATION OF LIBRARIES AND FEMALE LIBRARIANS FOR THE STUDY

LIBRARIES (type)	LIBRARIES (population)	FEMALE. LIBRARIANS (population)
Public	36	154
Academic	23	138
National	15	41
Special	19	21
<b>TOTAL</b>	<b>93</b>	<b>354</b>

Using the total population of the study as a guide, 35 libraries (12 public libraries, 12 university libraries, 6 special libraries and the National library and four of its branches i.e 5) and 228 female librarians (96 public librarians; 96 university librarians; 24 national librarians and 12 special librarians) were decided as adequate sample size to be used for the study.

To have the right representation of libraries and librarians for the study, the country was stratified into 6 zones according to the geo/political zones already existing. To realise the selection of the libraries within these zones, random selections were first made of two states from each geographical zone, then libraries in these states were used for the study.

**DATA ANALYSIS AND PRESENTATION OF RESEARCH FINDINGS**

**Table 2** LEVELS OF JOB SATISFACTION OF FEMALE LIBRARIANS (LOJS)

Factor	Satisfied (Freq.)	%	Dissatisfied (Freq.)	%	Total (Freq)	%
Achievement	172	97.72	4	2.27	176	100
Int. rel.	171	97.15	5	2.84	176	100
Personal life	164	93.18	12	6.81	176	100
Work itself	161	91.47	15	8.52	176	100
Growth/advancement	158	89.77	18	10.22	176	100
Responsibility	155	88.6	21	11.93	176	100
Status	144	81.81	32	18.19	176	100
Salary	131	74.43	45	25.57	176	100
Job security	125	71.0	51	28.97	176	100
Supervision	125	71.0	51	28.97	176	100
Recognition	125	71.0	51	28.97	176	100
Working condition	102	57.95	74	42.05	176	100
Policy and admin.	39	22.15	137	77.84	176	100

The frequencies and percentages of each item as shown on Table 4.2 showed that majority of female librarians were satisfied with aspects of their jobs. The difference between the percentages of responses clearly indicated the rank order of satisfaction of female librarians (in descending order). It is noteworthy that the greatest satisfaction was expressed with achievement, interpersonal relationships, personal life and work itself. Thus contrary to the belief of many, most female librarians in Nigeria have high levels of job satisfaction regarding their work.

**SUMMARY OF THE RESEARCH FINDINGS**

▪ **Achievement and its relationship with levels of job satisfaction**

According to the result female librarians in this study found the greatest job satisfaction from Achievement. Women now desire the satisfaction of ‘achieving’ just like their male counterparts, as Handyside (1994) stated

...the results of...indicate that women have significantly higher need deficiencies than men in four areas: security, esteem, autonomy and self - actualisation. But modern women now are catching up with men in their desire and their ability to satisfy their needs for achievement...

Even though almost no study consulted in this study classified this factor as a dissatisfier to workers, the rating of it in the list of job satisfiers could differ from one study to another. For example, to Maslow, the factor achievement motivates or becomes a job satisfier only when almost all his lists of human basic needs are satisfied.

▪ **Work Itself and its relationship with levels of job satisfaction**

Work itself was number three in Herzberg's list of Motivator factors. In this study 'work itself' ranked number five in the list of factors that brought about job satisfaction to respondents. In Edem's study (1995) about university librarians' job satisfaction, he also found his respondents to rank library work as a high job satisfying factor. Oni (1979) also said, "Work itself seems to be one of the major determinants of teachers' overall job satisfaction."

▪ **Recognition and its relationship with levels of job satisfaction**

Recognition was number two in Herzberg's list of motivators and was number three in the list of motivators of respondents in this study. During analyzing the scores of this study, recognition appeared in at least two third of the job satisfaction scores. Edem (1995) cited recognition to also be a strong motivator to his respondents and he said that for his respondents' achievement (which often follows recognition) was revered more than financial benefits. Wahba(1975) cited recognition as a means of achievement when it leads to promotions etc. This she said was most profound in male librarians. In this current study, recognition was a strong job satisfier to the respondents not because it meant higher pay or financial rewards but mainly because it gave the respondent an opportunity to reckon with other colleagues in terms of prestige and achievements

▪ **Growth and Advancement and its relationship with levels of job satisfaction**

This category implied actual things that could change the status or position of the female worker in the library. For respondents in this study, the possibility for growth correlated strongly with level of job satisfaction. Satisfaction from growth and advancement was a motivator to female librarians in this study. Edem (1995) mentioned that women librarians sought growth and advancement even when it meant going back to college, but he said that despite this desire and unlike their male counterparts, many female librarians were not willing to leave their families and go to work away for the sake of getting a promotion.

▪ **Responsibility and its relationship with levels of job satisfaction**

Female librarians in this study seemed to derive satisfaction from being given responsibility for their work or for the work of others. It also was obvious from this study that responsibility was the lowest motivator. Scheck ((1999) noted that 64% of the most positive contribution of writings published in the PNLQ Quarterly were contributed by academic librarians who held responsible positions such as heads of divisions, departments and sections in university libraries.

**RELATIONS BETWEEN HYGIENE FACTORS AND MOTIVATOR FACTORS OF JOB SATISFACTION**

▪ **Salary in relationship with Achievement, Recognition, Work itself, Responsibility, Growth and Advancement.**

The inter-relationships of the Hygiene factor salary with the Motivator factor achievement were strong. This strong relationship between the hygiene factor salaries with the motivator factor achievement could be related to the fact that salary in library profession depicted achievement. In Nigeria, salary is a symbol of achievement, recognition and advancement. Chwe (1978) mentioned that librarians who earned high salaries were high achievers and were often the most motivated of their colleagues.

Recognition is closely related to achievement. Workers who are achievers are recognised by their superiors and their subordinates and are often the most motivated. Where this recognition was attained through positive contribution to the library then the librarian concerned could get more pay. This is because positive recognition is often linked with achievement and achievement is usually associated with increase in pay.

▪ **Working condition in relations with achievement, recognition, responsibility, growth and advancement and work itself**

Women, more than men, naturally love to work in conducive places and as such the more conducive a library was, the more female librarians would get job satisfaction from it. In Nigeria, female librarians were allowed under law (Chwe: 1978) to have 12 weeks, full pay maternity leave. Sick leave, hours off work for women are also tolerated

in Nigerian public libraries. Possibly all these added up to make working condition a motivator to the respondents of this study.

- **Status and its relations with achievement, recognition, responsibility, growth and advancement and work itself.**

Women fulfill their self – actualisation needs from the status they are able to acquire and the achievement they have made at work. Recognition, achievement and status all correlated possibly because achievement leads to recognition and both of them could lead a worker to attain higher job status.

Status also related with the motivator factor responsibility. Responsibility is associated with trust between the superior and the subordinate. Nzotta (1983) confirmed that librarians who were satisfied with responsibilities assigned to them were significantly more productive than those who were not.

- **job security and its relations with achievement, recognition, responsibility, growth and advancement and work itself.**

To women Animo (1978) said that “.... achievement and recognition reduce the threat of dismissal”. In Nigeria the competition for getting a job, growing in a job, advancing in a job and retaining the job could well hang very much on ‘what’ and ‘how much’ a worker was able to achieve during his tenure of that work. Recognition affords the worker in general a sense of achievement. This aura of recognition gives the female librarian a sense of security in her job.

- **Interpersonal relationships. and its relations with achievement, recognition, responsibility, growth and advancement and work itself**

Females are generally known to value good interpersonal relationships wherever they associate with people. Achievement and recognition were the most important dimensions of job satisfaction among practicing librarians and this was largely acquired through working relationships between superior and subordinates.

The relationship between ‘interpersonal relations’ and responsibility can be explained from the fact that there was almost always a need of getting good personal relationships before a worker was trusted with important responsibilities. The relationship between interpersonal relationship and work itself was comprehensible since female workers value constructive interpersonal relationships and could even leave a job if personal relationship was depressing (Gellerman: 1996).

- **Supervision and its relations with achievement, recognition, responsibility, growth and advancement and work itself**

Female librarians welcomed responsibilities to get themselves the recognition and achievements they needed to prove themselves worthy of their jobs (D’Elia: 1979). D’Elia noted that supervision on the job as a characteristic of job satisfaction had positive influence on the work of librarians he studied in the UK. He said that a good supervisory climate was necessary for the librarians to exercise initiative and professional judgment satisfactorily.

- **Personal Life and its correlations with achievement, recognition, responsibility, growth and advancement and work itself**

. Achievement is often followed by increase in pay or betterment in working condition i.e an official car etc. All these things affect life style and as such personal life of a female librarian would be affected. Herzberg (1966) mentioned that achievements lead to betterment of life of an employee at work and at home and as such could bring changes in personal life of worker concerned. Recognition is a major criterion for changes in the personal life of women.

- **Policy and Administration and its correlations with achievement, recognition, responsibility, growth and advancement and work itself**

This was the only Herzberg’s Hygiene factor that remained hygiene even for respondents of this study. Almost 94.8% of the total respondents found this factor dissatisfying. Chwe reaffirmed this finding when he mentioned that the attitude of Nigerian library administrators towards their junior staff was largely unsatisfactory. He mentioned poor method of communication that crosses in a way that junior library staff often did not really know to whom they should be reporting to, as some of the reasons for his statement

Library administrators are often those at the high levels of the library hierarchy. They make the decisions of how their libraries should be run; they were often not subjected to suffering the consequences of their decisions as much as those for whom the decisions were made for. The brunt of the consequences of library administration is suffered by those on whom it is implemented and it is them who for the most part, will feel good or bad about it.

## **CONCLUSION**

(1) That both Hygiene and Motivator Factors were motivators to the respondents of this study. It was only the Hygiene factor “Policy and Administration” which remained a Dissatisfier to

the female librarians of Nigeria. This was the only item in Herzberg's Hygiene lists that remained Hygiene for the respondents of this study too.

### **RECOMMENDATIONS**

1. Library Administrators in Nigeria should understand that female librarians' salary, working conditions and other such variables, which Herzberg termed 'Hygiene', were, according to the findings of this study 'Motivators' to female librarians in Nigeria.

2. The only factor found to be 'Hygiene' for both Herzberg and for the respondents of this study was the factor 'Policy and administration'. The single most important goal in the improvement of policy making and administration of libraries would be the development of new insight into the role of administrators and policy makers so that they might effectively plan and organize work and make the best policies. Library administrators should be less bureaucratic and less rigid in running the affairs of their libraries.

3. Library administrators communicate library policies and they should also improve their administration style. The closed-door attitude of many top library administrators when setting up and executing their library policies should be minimized.

### **SUGGESTIONS FOR FURTHER RESEARCH**

The findings of this dissertation provided numerous possibilities for future cross-validation studies. In particular, the effect of dissatisfaction with library policy and administration on the performances of librarians should be investigated. Other aspects of job attitude should be inspected by other researchers. This study highlighted the need for studies in other library environments such as state universities and polytechnics. Similar but regional studies should also be carried out, as they could be more specific and probably more in-depth than this study.

### **BIBLIOGRAPHY**

Abdullahi, Binta Fadimatu.(1987) The Female personality: traditional and Islamic perceptions among the Hausa. Masters thesis, Kano, BUK .

Allen, I and Walters, (1995) P. Women Looking Beyond 2000. Geneva: UNDP.

Amadi, A.O.(1981) "West Tradition and Colonial Brainwashing". in African Libraries. Metuchen, N.J: Scarecrow Press.p.205

Animo, M. I. (1978) "Some Factors affecting Job Satisfaction in Nigerian Library Positions". in Careers. Ibadan, Vol.4,No.1-2.

Awotirife, M. (1983) Attitude towards librarianship: a test case. in Nigerian Libraries. Benin City: University of Benin library.. vol.19,no.1-3

Buhari, D.(1998) An account of libraries and librarians. BLS Project. Kano: BUK. p.9

Chwe, S.S (1978) "A Comparative Study of Job Satisfaction Among Cataloguers and Reference Librarians in University Libraries" in Journal of Academic Librarianship.

D'Elia, George P. (1979)"The determinants of job satisfaction among beginning librarians" .Library Quarterly 49,3,

Edem, U. S. (1995) Job Satisfaction and Publication Output Among Librarians in Nigerian Universities. PhD Dissertation, Ibadan: University of Ibadan..

Forgarty, Michael, Isobel Allen and Patricia Walters.(1999) Women in top jobs London, Heinemann Educational Books. London.

Gellerman, Saul W.(1996) Motivation and Productivity, New York: McGraw-Hill . American Management Association.

Handyside, John D.(1994) " Job Satisfaction: Myths and Realities," in British Journal of Industrial Relations.

Herzberg, F.(1957) "Job attitudes: Review of Research and opinion". Pittsburgh: Psychological Service.

Herzberg, F. (1959) Motivation to work. New York: John Wiley.

Herzberg, Frederick.(1966) Work and the nature of man. Cleveland, Ohio: the world publishing com. p12-43

Herzberg, F (1968) "One More Time: How Do You Motivate Employees?" in Journal of Psychology.

Horowitz, Zora. (2002) "Developmental Transition in the professional growth of Libraries and librarianship". in The Journal of Libraries and librarians. New York: Holt Rinehart and Winston.

Inanga, O and Fabanwo, M (1988) "Job Satisfaction and Job Performance". in NASMET: Journal of Management Education and Training.

Madigan, Franklin S., (2000)" Role Satisfaction and Length of Life in a closed population" American Journal of Sociology"LXVII

Maslow, Abraham H.(1954) "A Theory of Human Motivation" Psychological Review.

Nzotta, B.C.(1983) "Towards Cost Effective Management of Human Resources". in Nigerian libraries. Lagos: NLA.

Oni, J. O. (1979) Study of Job Satisfaction and the University Faculty Staff. Empirical Investigation of factors Influencing the Job Satisfaction of Lecturers at the University of Lagos, Nigeria. Doctoral Dissertation. University of Massachusetts. Ambest, Massachusetts.

Scheck, J. (1996) "The waiting librarian". PNLA Quarterly 33,6 , pp234.

Schiller, A (1989) "Modern Librarianship". in The librarians' Phoenix: Oryx. p.106.

Unoma, J.I. (1990) "Academic Status of Librarians in Nigerian Universities: Real or mere Academic Limbo?" in Nigerian Library and Information Science Review.

Wahba, S. P. (1975) "Job Satisfaction of Librarians: A comparison between men and women." in College and Research Libraries. PhD dissertation.

Yakasai, Awwalu Abdullahi. (1997) Improving staff morale for effective management. : a comparative study of three public corporations in Nigeria. Dissertation . BUK December.