

## **GENDER AND JOB SATISFACTION: A STUDY OF LIBRARY STAFF IN PRIVATE UNIVERSITY LIBRARIES IN OGUN STATE, NIGERIA**

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### **ABSTRACT**

*This paper examined the influence of gender on job satisfaction among library staff in private university libraries in Ogun State, Nigeria. The survey research design was adopted for the study. The study population was made up of 162 library staff in seven private university libraries. Sampling was enumerative as all members of the population were given the opportunity to participate in the study. A questionnaire was used for data collected which was analyzed using descriptive and inferential statistics. Findings revealed moderate level of job satisfaction across gender with male making up 27.2%, and females 35.1% of the total percentage of 62.3% for job satisfaction. Gender was found to have no significant influence on job satisfaction while other factors such as stringent conditions for promotion, denied access to benefits and lack of job security were identified as major constraints to job satisfaction. Based on the findings, the study recommends that library administrators adopt a policy of equal treatment for each gender and review the conditions attached to promotion, among others as measures for enhancing job satisfaction.*

**Keywords:** Gender, Job satisfaction, Library staff, Nigeria, Private university, University libraries.

### **Contribution/ Originality**

This study contributes in the existing literature on job satisfaction among librarians. While a number of studies have considered various other factors that may or may not contribute to librarians' job satisfaction, this study considered the gender dimension. It has revealed that gender does not influence librarians' level of job satisfaction.

## **1. INTRODUCTION**

University libraries play a fundamental role within the university community through the facilitation of teaching, learning and research. The staff of university libraries are responsible for the daily activities of a library which includes the selection, acquisition, organisation and dissemination of library materials. In order to work effectively, it is expected that the library staff should have a sense of job satisfaction. Job satisfaction according to [Robbins and Judge \(2013\)](#) is a positive feeling about a job, emanating from an assessment of its characteristics. Job satisfaction

can be understood in terms of its relationship with other key factors, such as interpersonal relationship and working conditions.

Although the library profession is open to both the male and female gender, several studies affirm that it is female-dominated (Carmichael, 1992; Wiebe, 2004). Studies have also shown that there may be some level of discontent between male and female library staff. Graddick and Farr (1983) for instance, points out that females often view themselves as treated worse than males in the workplace. Greer *et al.* (2001) corroborate this by pointing out that women express frustration at men being promoted rapidly into management or administrative positions. The issue of gender bias is, however, not limited to women as men often complain about gender biases especially when expected to handle physical tasks such as moving furniture (Carmichael, 1992). No matter the gender, the issue of job satisfaction is crucial for libraries, especially privately owned university libraries that are not supported by public funds as job dissatisfaction could adversely affect the performance of an organisation through staff absenteeism, high rate of staff turnover or even employee sabotage (Robbins, 1998). It is in view of the above, that the present study investigates the influence of gender on job satisfaction

### 1.1. Statement of the Problem

Job satisfaction has been noted as a necessary ingredient for personal fulfilment in the course of carrying out ones' duty. Private university libraries in particular are heavily reliant on the level of job satisfaction among employees as this is expected to improve job performance. However, in situations, where either gender is dissatisfied with their jobs, it could have adverse effect in the smooth running of the library leading to absenteeism, high rate of staff turnover and low productivity. It is in the light of the above, that the present study investigates the influence of gender on job satisfaction of library staff in private university libraries in Ogun State, Nigeria.

### 1.2. Objectives of the Study

1. Identify the level of job satisfaction between male and female staff in private university libraries in Ogun State;
2. determine the influence of gender on job satisfaction among staff in private university libraries in Ogun State;
3. identify the constraints to job satisfaction in private university libraries in Ogun State.

## 2. LITERATURE REVIEW

Job satisfaction is defined as a general attitude or reaction of employees in relation to their jobs and job elements such as the working environment, working conditions, rewards, and communication with colleagues (Glisson and Durick, 1988). According to Robbins and Judge (2013), job satisfaction is a positive feeling about a job, emanating from an assessment of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while an unsatisfied person holds negative feelings. Locke (1976) presented a summary of job dimensions that contribute significantly to employees' job satisfaction. The dimensions are: the work itself, pay, promotions, working conditions, supervision, co-workers and healthy

working environment. In a study of Indian managers by [Khaleque and Chowdhury \(1984\)](#), nature of work was found to be the most important factor in determining job satisfaction for the top managers. Pay/salary has also been affirmed by many studies as crucial to job satisfaction. [Luthans \(1998\)](#) argues that salaries not only assist people to attain their basic needs, but is also instrumental to satisfying the higher level needs of people. In a study of public sector managers, [Taylor and Vest \(1992\)](#) found that pay levels affect job satisfaction. On the other hand, [Chieffo \(1991\)](#) maintains that supervisors who allow their employees to participate in decisions that affect their own jobs will, in doing so, stimulate higher levels of employee satisfaction. [Moorhead and Griffen \(1992\)](#) equally affirm that employee's opportunities for promotions are likely to have a positive influence on job satisfaction. [Mowday and Sutton \(1993\)](#) suggest that job satisfaction is related to employees' opportunities for interaction with others on the job. Research studies have shown that the better the relationship, the greater the level of job satisfaction ([Whartan and Baron, 2004](#)). A study by [Togia et al. \(2004\)](#) which examined job satisfaction among Greek academic librarians affirmed that librarians were generally satisfied with their job.

[Mathieu and Zajac \(1990\)](#) suggest that gender may impact employee's perceptions of the workplace and their attitudinal reactions to the organisation. Corroborating this, [Khan \(1991\)](#) in a study revealed that gender is significant in explaining some of the variance produced on administrators' job satisfaction in Pakistan. A study by [Raisani \(1988\)](#) 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. On the other hand, [Rosser \(2004\)](#) argued that women have lower job satisfaction than men while other researchers such as [Sabharwal and Corley \(2009\)](#) maintain that men and women are equally satisfied.

In a more related work, [Nadjla and Hasan \(2009\)](#) in their study of gender differences in job satisfaction of public librarians under the authority of Iran public libraries foundation in capital cities of provinces in Iran found out that job satisfaction for female librarians was significantly lower than that of male librarians. On reasons for job dissatisfaction, [Gboyega and Popoola \(2010\)](#) affirmed that librarians were dissatisfied with physical working conditions, job recognition, job security, promotion, social status, wages, social services, authority, and responsibility. Similar research by [Haque et al. \(2012\)](#) revealed causes of job dissatisfaction among library personnel as: poor public perception of librarians, constraints of facilities and space as well as skewed communication.

### 3. RESEARCH METHODOLOGY

The survey research design was adopted for this study. The study population was made up of 162 library staff in seven private university libraries in Ogun state. Sampling was enumerative as all members of the population were given the opportunity to participate in the study. Questionnaire was used for data collected. Out of 162 copies of the questionnaire distributed, 114 were retrieved with the response rate of 70.3%. The data collected was analyzed using descriptive and inferential statistics.

### 3.1. Presentation of Findings

A total of 47 (41.2%) of the respondents were male while 67 (58.7%) were female. This implies that majority of the respondents are female and as such corroborates the assertion of Carmichael (1992) and Wiebe (2004) who claim that the library profession is female-dominated.

### 3.2. Level of Job Satisfaction

The level of job satisfaction between male and female library staff was analysed using one – way ANOVA. The finding is presented in Table 1.

**Table-1.** Difference in the level of job satisfaction between male and female staff.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.001	1	.001	.001	.972
Within Groups	55.882	112	.499		
Total	55.882	113			

Table 1 indicates that there is no significant difference in the level of job satisfaction between male and female staff ( $F_{1,112} = 0.001, p > 0.05$ ).

**Table-2.** Cross-tabulation between gender and level of job satisfaction.

			Gender		Total
			Male	Female	
Level of Job Satisfaction	Low Satisfaction	Frequency count	6	14	20
		% of Total	5.3%	12.3%	17.5%
	Moderate Satisfaction	Frequency count	31	40	71
		% of Total	27.2%	35.1%	62.3%
	High Satisfaction	Frequency count	10	13	23
		% of Total	8.8%	11.4%	20.2%
Total	Frequency count	47	67	114	
	% of Total	41.2%	58.8%	100.0%	

In a bid to clearly understand the level of job satisfaction between male and female staff, the cross-tabulation in table 2 is presented. The level of job satisfaction was categorised into three, that is, low satisfaction, moderate satisfaction and high satisfaction. This was based on the mean responses of the respondents to items measuring job satisfaction on the measuring instrument.

Findings from Table 2 reveals that majority of the staff (62.3%) were moderately satisfied with their job with male making up 27.2%, and females 35.1%. The percentage differences are not, however, statistically significant. The difference in percentage could be attributed to the fact, that the number of female respondents was more than the male respondents.

**Table-3.** Influence of gender on job satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.001	1	.001	.001	.972
Within Groups	55.882	112	.499		
Total	55.882	113			

R = 0.003  
R Square = 0.000

Using regression analysis, Table 3 reveals that gender has no significant influence on job satisfaction ( $R = 0.003$ ,  $F_{1,112} = 0.001$ ,  $p > 0.05$ ).

**Table-4.** Constraints to job satisfaction

S/N	Statement	Frequency	percentage
1	Denied access to entitlements and benefits	53	46.5
2	Lack of support for professional development	49	43.0
3	Management policies are not clearly understood	38	33.3
4	Inability to cope with organisational policies	34	29.8
5	Lack of job security	32	28.1
6	Un-conducive work environment	28	24.6

From Table 4, it was obvious that the major challenge to job satisfaction is stringent conditions for promotion as indicated by 52.6% of the respondents. Although other areas of challenges were noted by the respondents, the least areas of challenge were found to be gender discrimination and un-conducive office space.

#### 4. DISCUSSION OF FINDINGS

From the findings of the study, it is evident that male and female library staff have moderate levels of job satisfaction with male making up 27.2%, and females 35.1% of the total percentage of 62.3% for job satisfaction.

This is in agreement with the findings of [Togia et al. \(2004\)](#) which affirmed that librarians were generally satisfied with their jobs. Although a slight percentage difference did exist in the level of job satisfaction, it was, however, not statistically significant and could be attributed to the fact, that the number of female respondents was more than the male respondents.

Gender was found to have no significant influence on job satisfaction which sustains earlier findings that male and female library respondents have moderate levels of job satisfaction which is not significantly different.

The finding corroborates the work of [Sabharwal and Corley \(2009\)](#) which affirmed equal levels of job satisfaction for men and women. It was, however, was in disagreement with the findings of [Nadjla and Hasan \(2009\)](#), [Rosser \(2004\)](#) and [Raisani \(1988\)](#) whose studies revealed that differences did exist in the levels of job satisfaction among gender.

Many factors such as stringent conditions for promotion, denied access to benefits, lack of job security, negative perception of librarians, lack of opportunity to exercise responsibility, un-conducive office space and gender discrimination were found as constraints to job satisfaction. It was, however, obvious from the findings that the greatest area of constraint is the stringent conditions for promotion. Gender discrimination was identified as the least area of constraint which goes to affirm that even though gender discrimination may exist in private university libraries in Ogun State, it is however, not a major cause for concern. The findings were, however, consistent with the findings of [Gboyega and Popoola \(2010\)](#); [Haque \*et al.\* \(2012\)](#) whose studies brought to light that library personnel do face series of challenges related to physical working conditions, poor public perception, job security, promotion, social status, wages, social services, authority, and responsibility.

## 5. CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concludes that gender has no significant influence on the job satisfaction of library staff in private universities in Ogun State, Nigeria. Although gender discrimination was identified as a constraint to job satisfaction, it was, however, identified as the least constraint with other factors such as stringent conditions attached to promotion and denied access to benefits as major constraints. Based on the findings the following recommendations are made:

1. Library administrators should adopt a policy of equal treatment for each gender in order to avoid job dissatisfaction due to gender discrimination.
2. In order to improve the level of job satisfaction among library staff, library administrators should also review the conditions attached to promotion with a view to untying stringent conditions.
3. There should be organisational policies guarding benefits and entitlements as this would help to ensure that library staff are not unduly denied access to benefits.
4. As means of enhancing the perception of librarians, library staff whether professional or para-professional should come up with creative ideas on how to better serve the university community as this would not only show-case their value within the university community but will also enhance public recognition and acceptance.
5. Library personnel at all levels should not only be given the opportunity of exercising responsibility on the job but should also be given office spaces that are conducive to work in order to enhance job satisfaction.

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