

LIBRARIANS' ATTITUDE AND ROLE PERCEPTION AS CORRELATES OF JOB SATISFACTION IN UNIVERSITY LIBRARIES IN DELTA STATE.

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Abstract

The purpose of this study is to investigate librarians' attitude and role perception as correlates of job satisfaction in university libraries in Delta State. The correlational survey research design was used in this study. The total population for the study comprised 79 librarians in all the university libraries in Delta State. The entire population was used as a sample. A structured questionnaire was used to elicit data for the study. The data collected from this study were analyzed using simple percentages, mean, and Pearson's Moment Correlation Coefficient. The findings of the study revealed that the extent of work attitudes of the libraries in universities in Delta State is high; the extent of role perception among librarians in universities in Delta State is quite high; and the extent of job satisfaction among the librarians is high. The study also found that there is a significant relationship between work attitude and job satisfaction; there is a significant relationship between role perception and job satisfaction; and there is a significant relationship between work attitude, role perception, and job satisfaction. This study recommends that university library management should be committed to improving the infrastructural development in the university library and ensure that their organizational culture is flexible and friendly as this will allow librarians to be more satisfied with their jobs; and that the federal and state governments of Nigeria should try and increase the salary and other emoluments of university workers as this will help them to be more satisfied with their jobs thereby avoiding human capital flight and brain drain in the educational system among others.

Keywords: Librarians, Librarians' Attitude, Role Perception, Job Satisfaction, University Libraries.

Introduction

Job satisfaction has long been recognized as a key determinant of employee motivation, performance, and organizational effectiveness, as it directly influences how individuals perceive their work, engage with their responsibilities, and contribute to institutional goals. When employees are satisfied, they tend to demonstrate higher morale, stronger commitment, and a greater willingness to exert discretionary effort toward achieving organizational success. According to Yaya (2019), a job is an occupational task carried out by an individual or group in return for some form of reward. Satisfaction, on the other hand, relates to a person's feelings toward their experiences, rewards, relationships, and the degree of happiness derived from them. Employee job satisfaction is regarded as a crucial element of organizational success, as institutions depend on their workforce to operate efficiently. Ikonne and Onuoha (2015) emphasized that organizations aiming to achieve their goals must ensure their employees are satisfied and happy. Conversely, lack of job satisfaction may slow down work, hinder productivity and achievement, and increase occupational complaints and accidents. Thus, job satisfaction is essential not only for organizational performance but also for personal fulfillment, and librarians, like other professionals, need satisfaction to remain productive (Yaya, 2019).

Librarians' job satisfaction is therefore fundamental to effective service delivery in libraries. Yaya (2019) defines job satisfaction as an internal emotional reaction to one's work environment, which, although not directly observable, can be understood through an

individual's attitudes and perceptions about various aspects of their job. It reflects an employee's favourable disposition toward their duties and responsibilities. In the same vein, Gamlath and Kaluarachchi (2014) view job satisfaction as the extent to which employees have positive or negative feelings about their work and the degree to which their expectations are fulfilled. The performance of a university library is directly related to how satisfied librarians are with their jobs, which in turn depends on their attitudes, perceptions, and workplace conditions. Attitudes, according to Idahosa and Eireyi-Edewede (2023), are a combination of emotions, thoughts, beliefs, and behaviors. A person's attitude in relation to an issue can often be assessed through their actions, emotional responses, or agreement with certain beliefs. Positive attitudes usually lead to desirable outcomes, while negative attitudes produce the opposite effect. Within the library context, attitude refers to librarians' reactions and behaviors toward their tasks and duties. These attitudes, along with their perceptions of roles, form the foundation of their professional practice.

Librarians contribute to knowledge sharing and empowerment through their adaptability, openness, enthusiasm for learning, and dedication to intellectual freedom (LISedunetwork, 2017). Their professional responsibilities, ranging from collection development, organizing resources, and providing reference services to teaching information literacy and engaging with the community, support the library's role in advancing teaching, learning, and research. However, the way librarians perceive and approach these roles can either enhance or diminish their satisfaction. A positive outlook transforms libraries into dynamic centers of intellectual and community development, while a negative one may hinder effectiveness. Hence, librarians' attitudes and perceptions toward their responsibilities greatly influence their level of job satisfaction. In view of this relationship, the present study

seeks to explore how librarians' attitudes and role perceptions relate to their job satisfaction in university libraries across Delta State.

Statement of the Problem

The delivery of effective services in university libraries is vital to advancing teaching, learning, and research. Librarians are central to ensuring these libraries function efficiently. However, in Delta State, there are growing concerns over the noticeable decline in service quality provided to users, which may be linked to low job satisfaction among librarians. Preliminary observations by the researchers suggest that many librarians experience dissatisfaction with their jobs, as reflected in their poor service delivery and the resulting drop in library patronage. This situation raises critical questions: Is the librarians' level of job satisfaction, whether high or low, connected to their attitudes toward work? Could their satisfaction also depend on how they perceive their roles? To answer these questions, the study seeks to examine the relationship between librarians' attitudes, role perception, and job satisfaction in university libraries in Delta State.

Research Questions

The following questions have been raised to guide the study:

1. What is the extent of the work attitudes of the librarians in universities in Delta State?
2. What is the extent of role perception among the librarians?
3. What is the extent of job satisfaction among the librarians?
4. What is the relationship between librarians' work attitudes and job satisfaction in university libraries?

5. What is the relationship between librarians' role perception and job satisfaction in university libraries?

Literature Review

The literature reviewed in this study was organized in accordance with the research questions that guided the investigation.

Extent of the Work Attitudes of Librarians in Universities

Job-related attitude refers to an individual's overall evaluation of their work, encompassing feelings, beliefs, and attachment to the job (Onwubiko, 2019). In the library context, staff attitudes reflect the value placed on service delivery, as they are expressed through the behavior of personnel in meeting users' needs (Oden & Owolabi, 2021). According to Adesina (2013), attitudes are learned and can be reshaped through proper orientation. These differences among individuals arise from various factors, including upbringing, experience, education, skills, level of exposure, and the influence of government and organizational policies. Since attitudes are dynamic, they evolve, with new ones being formed and old ones modified as people encounter new experiences and ideas (Adesina, 2013, as cited in Oden & Owolabi, 2021).

Numerous studies have explored librarians' work attitudes in Nigerian university libraries. For instance, Oden and Owolabi (2021) examined staff attitudes and service delivery in university libraries across Ogun State and discovered that respondents largely agreed that library staff exhibited positive attitudes ($\bar{x} = 2.89$). Similarly, Oyeniran and Irenea (2021) explored organizational constraints, work attitudes, and job performance of librarians in selected public university libraries in Nigeria. Using an ex-post facto survey design, the

study included 260 librarians from the sampled institutions, applying total enumeration sampling and questionnaires for data collection. The analysis, conducted with frequency counts and standard deviation, revealed that librarians exhibited a positive work attitude.

In addition, Oyeniran and Ogbomo (2020) examined how work attitudes and demographic factors affect the job performance of librarians in public university libraries across Southwest Nigeria. Adopting a similar ex-post facto survey design, with a population of 260 librarians and total enumeration sampling, the researchers gathered data through questionnaires and analyzed it using frequency counts and standard deviation. Their findings also confirmed that librarians in Southwest Nigerian university libraries generally possessed a positive attitude toward their work. Overall, the reviewed literature suggests that librarians across Nigerian university libraries maintain a positive outlook toward their jobs, which is reflected in their approach to service delivery and professional responsibilities.

Extent of Role Perception Among the Librarians in University Libraries

Librarians carry out a wide range of essential functions in universities, including assisting students and faculty at the reference desk, providing research guidance, and overseeing the management of library collections. As noted by Alsop and Bordonaro (2007), librarians in academic libraries often assume multiple responsibilities, providing a wide array of services to users. Beyond traditional duties, they also take on evolving roles on campus, which reflects the dynamic nature of the profession. Jennings (2016) observed that while librarians' interest in reflecting on their identity, roles, and careers might appear self-serving or trivial, such self-examination has contributed to positive changes in professional practice. Although each library type has its peculiarities, librarians collectively shape the profession's

image. In university settings, they address critical issues such as supporting faculty, teaching students, building research skills, and offering subject expertise. They also collaborate with administrators and academics (Fagan et al., 2019). These activities influence not only how librarians view their responsibilities but also how their contributions are perceived by others within the academic environment.

Concerning librarians' perceptions of their roles, Chegwe and Anaehobi (2015) discovered that academic librarians in Delta State had strong views about library services and demonstrated a highly positive attitude toward promoting those services and resources. Similarly, Akpokorhonor (2020) reported that librarians in colleges of education libraries across South-South Nigeria viewed their libraries' activities positively and also valued the marketing of services and resources. Further, Hamza and Makama (2021) revealed that 93% of staff at Abubakar Tafawa Balewa University Library, Bauchi State, expressed very positive perceptions about service delivery and showed strong commitment to promoting library services and resources.

Ibegbulam and Ejikeme (2021) offered a different perspective by investigating how married female librarians in university libraries across South-East Nigeria perceive work-life balance. Adopting a descriptive survey design, the study involved a total population of 150 female librarians from four universities, out of which 90 married librarians were purposively selected. Data obtained through questionnaires were analyzed using descriptive statistics, revealing that married female librarians generally held positive perceptions of work-life balance, with an overall mean score of 2.87. Altogether, the reviewed studies demonstrate that librarians generally hold favourable perceptions of their roles, responsibilities, and

service delivery. This positive outlook is reflected in their commitment to providing effective services and advancing the goals of university libraries.

Extent of Job Satisfaction of Librarians in University Libraries

Employee job contentment plays a crucial role in enhancing performance within organizations. Yaya (2019) emphasized the importance of retaining workers by ensuring they are both satisfied and motivated, as this drives them to achieve exceptional results. Workplace achievements and organizational growth largely depend on employee satisfaction, which contributes to higher productivity and improved service quality. Similarly, Darbar (2015) described human resources as the greatest asset of any organization or nation, noting that it is people who coordinate and manage other production factors to achieve desired outcomes. He argued that for productivity to improve, employees must perform their duties with a sense of fulfillment. Unfortunately, many Nigerian organizations, particularly public universities, do not always recognize this. Librarians are often treated as secondary staff compared to professors and may be excluded from incentives given to their academic colleagues. Darbar (2015) further lamented that librarians generally reported low satisfaction, particularly concerning salary and other benefits.

Several studies have investigated librarians' job satisfaction across different contexts. Khan and Ahmed (2013), in a study of library professionals in public universities in Khyber Pakhtunkhwa, Pakistan, found that while respondents expressed moderate satisfaction with their jobs, they were dissatisfied with promotion opportunities, benefits, and supervision. Similarly, Hyder and Batool (2017) compared job satisfaction among librarians in public and private universities in Pakistan. Their findings revealed that public university librarians were

more satisfied overall, though private universities provided better career advancement opportunities.

In a study conducted in Nigeria, Yaya (2019) assessed job satisfaction among librarians in public universities and found that respondents expressed a relatively high level of satisfaction, with a mean score of 3.13 on a 4-point scale. The study highlighted recognition from university management and effective leadership as major contributors to this satisfaction. Similarly, Opeke et al. (2019) investigated job satisfaction among library personnel in public universities across South-West Nigeria and reported high satisfaction levels. Factors such as salary, job security, supervision, workplace relationships, recognition, promotion, advancement opportunities, and job nature produced an overall mean score of 3.63 on a 5-point scale, indicating that respondents were generally satisfied. In a related study, Onuoha et al. (2020) examined job satisfaction among librarians working in private universities across South-East and South-West Nigeria. The findings similarly revealed high levels of satisfaction, with a mean score of 3.5 on a 5-point scale.

The reviewed literature indicates that librarians in university libraries, both within Nigeria and internationally, generally exhibit a positive level of job satisfaction, even though they continue to face challenges related to promotion, incentives, and recognition.

Relationship between Work Attitudes, Role Perception, and Job Satisfaction among Librarians in University Libraries

In industrial psychology, one of the central research concerns is job-related attitude, defined as the evaluations individuals hold about their jobs, which include feelings, beliefs, and attachment, and their connection to organizational performance (Thomas et al., 2012, as

cited in Onwubiko, 2019). The effectiveness of any enterprise relies on the interaction of these elements. Comparative studies of institutions and industries reveal that some organizations operate more efficiently than others due to differences in employee attitudes (Onwubiko, 2019). Employee satisfaction strongly influences their attitudes, which in turn shape performance. This aligns with Robbins' (2003, as cited in Onwubiko, 2019) view that job satisfaction reflects an individual's overall attitude toward their job.

Onwubiko (2019), in a study at Alex Ekwueme Federal University Library, Ebonyi State, examined how staff attitudes affect job performance. The findings showed that leadership, commitment, and satisfaction contribute to work-related attitudes, which significantly impact performance. Likewise, Oyeniran and Irenoa (2021) examined the relationship between organizational constraints, attitudes, and job performance among librarians in Nigerian public universities and found a significant connection, identifying job satisfaction as a major influencing factor. Similarly, Anyaoku et al. (2015) investigated how leadership styles and librarians' attitudes toward technology affect job satisfaction in academic libraries. Employing a correlational research design and a questionnaire instrument, the study revealed that positive attitudes toward technology were strongly associated with job satisfaction ($p < 0.05$). Participants noted that technology enhanced their service delivery and reinforced the relevance of librarianship in the digital era, emphasizing a strong positive correlation between job satisfaction and attitudes toward technology.

Employee development has also been shown to affect satisfaction. Choudhary and Hemlata (2018) argued that when organizations provide staff with opportunities for growth through new and challenging roles, employees become more satisfied. For librarians, this

suggests that perceptions of their roles significantly influence satisfaction. In a related study, Ikonne and Onuoha (2015) investigated the factors influencing job satisfaction among university librarians in Nigeria and identified job security, along with positive relationships with supervisors, colleagues, and library users, as major determining factors. Likewise, Bello (2007) found high satisfaction levels among academic librarians, while Baro et al. (2014) reported that cataloguers in federal universities were more satisfied than those in private universities. Igbasha et al. (2016) confirmed similar patterns, highlighting job stability and workplace relationships as major contributors, while working conditions, salaries, and research opportunities received lower ratings.

Beyond Nigeria, Akintayo (2018) studied university registry staff and found they were highly satisfied with their work, accountability, and recognition, though advancement opportunities scored low. The study recommended that administrators address factors that improve job satisfaction. Similarly, Esakkimuthu and Vellaichamy (2015) surveyed 165 library professionals in Tamil Nadu engineering colleges using a structured questionnaire. The analysis revealed that while most respondents expressed satisfaction with the nature and structure of their work, they were generally dissatisfied with their pay and job security. Overall, the reviewed studies emphasize that job satisfaction is shaped by a variety of factors, such as leadership, role perception, professional development, interpersonal relationships, technology adoption, and workplace conditions, all of which significantly impact employee performance within libraries and other organizations.

Methodology

This study employed a correlational survey research design. The study population consisted of all seventy-nine (79) librarians working in university libraries across Delta State. At the time of the research, Delta State had three (3) federal universities, four (4) state universities, and four (4) private universities. Due to the manageable size of the population, the entire group was used as the study sample. According to Stephanie (2018), total population sampling is most appropriate when the population is small, easily manageable, and characterized by a distinct and well-defined attribute. A structured questionnaire will be utilized to collect data for the study. Items 1, 2, and 3 of the questionnaire were designed using a 5-point Likert scale with the following response options: VHE (Very High Extent), HE (High Extent), LE (Low Extent), VLE (Very Low Extent), and NE (No Extent). Data obtained from the study will be analyzed using simple percentages, mean, and Pearson Product-Moment Correlation Coefficients (PPMCC). The mean will be employed to address research questions 1, 2, and 3, while the Pearson Product-Moment Correlation Coefficients will be used to analyze research questions 4 and 5. Additionally, hypotheses 1 and 2 will be tested using simple regression analysis, and hypothesis 3 will be tested using multiple regression analysis.

Findings

The findings of this study are presented according to the research questions and hypotheses.

Research Question 1: What is the extent of the work attitudes of the librarians in universities in Delta State?

This question is answered with the data in Table 1.

Table 1: Mean of the Extent of Work Attitude

S/N	Item	VGE(5)	GE(4)	ME(3)	SLE(2)	NE(1)	$\bar{x} \pm SD$
G.N. Mordi; A.F. Omosekejimi; O.H. Ewere		© 2025. IJIRM. All rights reserved (https://www.ijirm.com.ng)					465

1.	I enjoy working as a staff member in the university library.	42	12	3	3	0	4.55±0.81
2.	I feel motivated and enthusiastic about my job as a librarian in the university library.	24	24	9	3	0	4.15±0.86
3.	My job as a librarian in the university library brings me a sense of fulfillment and satisfaction.	24	24	6	3	3	4.05±1.08
4.	I find my work in the university library challenging and rewarding.	18	27	6	9	0	3.9±1.00
5.	I know my contributions as a librarian in the university library are valued and appreciated.	30	21	3	3	3	4.2±1.08
6.	I have a positive outlook on the future of my career as a librarian in the university library.	33	21	3	3	0	4.4±0.81
7.	I am generally satisfied with the working conditions and environment in the university library.	9	21	18	9	3	3.4±1.08
8.	There are aspects of my job as a librarian in the university library that make me feel dissatisfied.	9	18	12	18	3	3.2±1.18
9.	I often feel stressed or overwhelmed by the demands of my job in the university library.	3	24	15	15	3	3.15±1.02
10.	I find certain aspects of my job frustrating and discouraging.	9	9	6	24	12	2.65±1.36
Grand Mean							3.77±0.63
Criterion Mean							3.00

Table 1 presents the mean score reflecting the extent of work attitudes among sectional heads of libraries in Delta State. Mean values above the criterion mean of 3.00 indicate a high extent, while values below 2.00 signify a low extent. The obtained mean value of 3.77, which exceeds the criterion mean of 3.00, suggests that the work attitudes of librarians in university libraries across Delta State are generally high.

Research Question 2: What is the extent of role perception among the librarians?

This question is answered with the data in Table 2.

Table 2: Extent of Role Perception among the Librarians

S/N	Item	VGE(5)	GE(4)	ME(3)	SE(2)	NE(1)	$\bar{x} \pm SD$
1.	I perceive that my roles are important in supporting academic research and learning within the university community.	45	12	0	3	0	4.65 ± 0.73
2.	My roles are instrumental in assisting students and faculty with their research needs and information inquiries.	30	21	6	3	0	4.3 ± 0.85
3.	I view my primary responsibilities and duties as vital to the overall growth of the library and the entire university.	33	24	0	3	0	4.45 ± 0.75
4.	I feel adequately recognized for my roles and expertise as a librarian within the university.	27	24	6	3	0	4.25 ± 0.84
5.	I view the integration of technology and digital resources in the library as vital to carrying out my roles and responsibilities as a librarian	27	21	12	0	0	4.25 ± 0.77
6.	I feel that the level of collaboration and teamwork among librarians in the university library system is sufficient	6	24	18	12	0	3.40 ± 0.92
7.	I perceive that my roles as a librarian have helped the users (staff & students) to become 21 st -century users of the library.	24	24	12	0	0	4.20 ± 0.75
8.	I perceive that my roles have helped students and staff to develop a flair for reading.	27	24	6	3	0	4.25 ± 0.84
9.	I perceive my roles are very vital to promoting information literacy and research skills among library users.	27	27	6	0	0	4.35 ± 0.66
10.	I feel librarians play a crucial role in organizing information resources for easy access and retrieval in the library.	42	18	0	0	0	4.70 ± 0.46
11.	I feel that my skills and expertise as a librarian are adequately utilized in my current role	21	27	9	3	0	4.1 ± 0.84
Grand Mean							4.26 ± 0.34

Criterion Mean

3.00

Table 2 presents the mean score representing the extent of role perception among sectional heads of libraries in Delta State. The obtained mean value of 4.26 exceeds the criterion mean of 3.00, indicating that librarians in the state demonstrate a high level of role perception.

Research Question 3: What is the extent of job satisfaction among the libraries?
This question is answered with the data in Table 3.

Table 3: Extent of Job Satisfaction among the Librarians

S/N	Items	VHE (5)	HE (4)	LE (3)	VLE (2)	NE (1)	$\bar{x} \pm SD$
1.	I am satisfied with the work environment of my library.	6	12	27	9	6	3.05 $\pm$ 1.08
2.	I am satisfied with my job responsibilities and roles.	9	36	12	0	3	3.80 $\pm$ 0.88
3.	I am comfortable with my colleagues in the office.	18	21	20	1	0	3.93 $\pm$ 0.84
4.	I am okay with my salary and other benefits.	0	12	12	30	6	2.50 $\pm$ 0.93
5.	I am okay with training and the opportunity for growth available in my library.	9	0	18	29	4	2.68 $\pm$ 1.13
6.	I am okay with the level of recognition and appreciation that I receive for my work as a librarian.	9	24	12	11	4	3.38 $\pm$ 1.15
7.	I am satisfied with the work-life balance in my current position.	9	27	9	12	3	3.45 $\pm$ 1.13
8.	I am okay with the support that I get from my supervisors and the university administration.	15	30	9	3	3	3.85 $\pm$ 1.02
9.	I am satisfied with the level of communication and collaboration among library staff and university colleagues.	3	42	15	0	0	3.80 $\pm$ 0.51
10.	I am satisfied with the infrastructural development of my library	3	42	15	0	0	3.80 $\pm$ 0.51

11. I am okay with the organizational culture of my library	6	12	24	18	0	3.10±0.95
Grand Mean						3.39±0.50
Criterion Mean						3.00

Table 3 presents the mean score indicating the extent of job satisfaction among sectional heads of libraries in Delta State. The obtained mean value of 3.39, which is higher than the criterion mean of 3.00, suggests that librarians in the state exhibit a high level of job satisfaction.

Research Question 4. What is the relationship between librarians' work attitudes and job satisfaction in university libraries?

Table 4: Pearson's correlation of determination of the relationship between Work Attitude and Job Satisfaction

Variables	N	Mean	SD	R	r ²	r ² %	Remark
Work Attitudes	60	3.77	0.63				Positive Relationship
Job Satisfaction	60	3.39	0.5	0.558	0.311	31.1	

From the table above, the correlation coefficient of 0.558 signifies a positive relationship between work attitude and job satisfaction.

Research Question 5: What is the relationship between librarians' role perception and job satisfaction in university libraries?

Table 5: Pearson's correlation of determination of the relationship between Role Perception and Job Satisfaction

Variables	N	Mean	SD	R	r ²	r ² %	Remark
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Role Perception	60	4.26	0.34				Positive
	60			.368	0.135	13.5	Relationship

From the table above, the correlation coefficient of 0.368 signifies a positive relationship between role perception and job satisfaction.

Discussion of Findings

The findings of this study indicate that librarians in universities across Delta State demonstrate a high level of work attitude. This result is consistent with the findings of Oyeniran and Irenoa (2021), who also reported high work attitudes among librarians in selected public university libraries in Nigeria. Similarly, Oyeniran and Ogbomo (2020) supported this outcome in their study on the influence of work attitude and demographic factors on the job performance of librarians in South-West Nigeria, which likewise revealed a high level of work attitude.

The study further showed that librarians in Delta State universities possess a strong sense of role perception. This result is consistent with Akpkorohnor (2020), who found that librarians in colleges of education in South-South Nigeria positively perceive their library activities as well as the promotion of library resources and services. In a similar vein, Hamza and Makama (2021) found that 93% of staff members at the Abubakar Tafawa Balewa University Library in Bauchi State exhibited highly positive perceptions of their services and actively engaged in promoting library resources.

Another major finding of the study revealed that librarians exhibited a high level of job satisfaction. This is consistent with the findings of Opeke et al. (2019), who reported high

job satisfaction among library staff in public universities across South-West Nigeria, as well as Onuoha et al. (2020), whose study similarly found high satisfaction levels among librarians in private universities in the South-East and South-West regions.

The study further revealed a significant relationship between work attitude and job satisfaction. This finding aligns with Onwubiko (2019), who asserted that work attitudes, shaped by factors such as job satisfaction, leadership, commitment, and involvement, have a direct impact on staff performance and overall satisfaction. Likewise, a significant correlation was identified between role perception and job satisfaction, consistent with the findings of Esakkimuthu and Vellaichamy (2015), who observed that professionals were generally satisfied with the nature and timing of their work but expressed dissatisfaction with salary and job security. Akintayo (2018) also supported this view, reporting that university registry staff demonstrated high satisfaction with their duties, sense of accountability, and recognition, though they were less content with opportunities for advancement.

Finally, the study confirmed a strong relationship among work attitude, role perception, and job satisfaction. This conclusion mirrors the findings of Onwubiko (2019) and Esakkimuthu and Vellaichamy (2015), both of whom highlighted the close connections between job satisfaction, professional commitment, leadership, and the perceived value of work despite concerns about pay and job security.

Recommendations

Based on the study's findings, the following recommendations are made for interested parties within the library profession and management of university libraries in Delta State:

1. **Implementation of Training Programs and Seminars:** As librarians are required to keep abreast of the latest technologies, software systems, and research techniques, university libraries must develop specialized training programs and seminars to equip their staff with the necessary skills and competencies.
2. **Recognition and Reward System:** In light of librarians' recognized multifaceted roles and responsibilities, it is advisable for management to design incentives and reward schemes to motivate their staff effectively.
3. **Emphasis on Collaboration:** The academic library set-up incorporates a diverse set of roles and responsibilities. To ensure optimal functioning in this environment, it is advised that university libraries encourage and foster collaboration among team members.
4. **Periodic Review of Job Descriptions and Workload:** Focusing on defining roles and refining job descriptions is necessary for achieving synergy and enhancing the performance and satisfaction of the workforce.

Conclusion

This study sought to comprehensively investigate librarians' attitudes and role perception as correlates of job satisfaction in university libraries in Delta State. The primary objective was to identify and analyze the interrelationships among these variables within the library profession. The findings revealed that librarians in the study area exhibited a high level of positive work attitude, demonstrating strong dedication and commitment to their

responsibilities, key elements necessary for the efficient functioning of academic libraries in the region.

The study also showed that librarians held a clear and positive perception of their roles and responsibilities. This awareness highlights their understanding of the diverse nature of their duties and their contributions to both the academic community and the wider educational goals of their institutions.

In addition, librarians reported a high degree of job satisfaction, suggesting that their work environment, responsibilities, and job conditions are well aligned with their professional expectations and aspirations. Most importantly, the study found significant positive relationships between work attitudes and job satisfaction, between role perceptions and job satisfaction, as well as among the combined influence of work attitudes, role perceptions, and job satisfaction. These results suggest that librarians who exhibit positive attitudes toward their work and possess a clear understanding of their professional roles are more likely to experience greater job satisfaction.

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