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Demographic Determinants of Quality of Work Life of Librarians Working in Nigeria

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Abstract Information and communication technologies have brought profound change in the work environment of library professionals. Changes can bring uncertainty, fear and dissatisfaction. The purpose of the study was to measure the Quality of Work Life of librarians and to ascertain the relationship with some demographic characteristics. Respondents are 175 librarians working in various library types in Nigeria. A Quality of Work Life scale was used to collect data for the study. Findings show that Quality of work life of librarians in the study is relatively high in areas of opportunity for continued growth and security, social integration in the work organization, and social relevance of work. However, important areas such as fair remuneration, training and retraining, provision for job performance and equal right issues were areas of dissatisfaction for the librarians. Findings also show significant relationship between Quality of Work Life and gender, age, institution type and years of work experience. There was no relationship with educational qualification. Essentially, librarians' Quality of Work Life need to be a positive one in all areas and for all concerned for job retention and good productivity. It is therefore imperative that librarians map out advocating strategies to improve their work environment and also ensure adequate compensation. This will help increase their Quality of work life in this digital era.

Keywords *Quality of Work Life; Job Satisfaction; Job Security; Job Attitude; Employee Engagement*

1. Introduction

Work is an everyday engagement of the individual. Librarians are in a service oriented profession and their main role definition is providing information to satisfy users' needs. Information and communication technology (ICT) has brought profound changes in the work environment of library professionals. It has introduced new modes and formats of access to information which has revolutionized information dissemination in such a way that access is no longer a prerogative of the library institution. ICT also brought in additional roles and skills needed to harness the new tools. Change can bring uncertainty, fear and dissatisfaction. It can affect the way we perceive our roles in the scheme of things and impact negatively on psychological wellbeing generating job stress and dissatisfaction [1]. Opinions on the effect of technology on libraries have not always been positive with uncertainty being expressed on the future roles of libraries in the Google generation [2]. Some

librarians feared they would no longer be needed as library users would be able to use the Internet without their help [3]. These uncertainties on the expectations of libraries, ambiguity of roles, the need to improve one's skills or acquire additional skills are presented as sources of stress to the librarian in the technology driven environment [4]. Samdani and Deshmukh [5] noted that in today's fast-paced world of high technology, stress has become an inevitable part of life irrespective of the profession. Stress can lead to negative perceptions and reactions to the work environment such as dissatisfaction, ill-health, and low productivity. For the library organization to retain a productive workforce, librarians' sense of job security and social relevance need to be a positive one. The degree to which employees feel secured and satisfied with their work environment is a measure of their Quality of work life.

1.1. The Concept of Quality of Work Life (QWL)

Quality of work life is a construct that determines the employees' attitude, perceptions and feelings surrounding the work environment and how the work life satisfies the total life aspiration. Shamir & Salomon [6] defined Quality of Work Life (QWL) as a comprehensive construct that includes an individual's job related wellbeing and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. According to Ahmad, [7] QWL is generally associated with a series of objective organizational conditions and practices that enable employees of an organization to perceive that they are virtually safe, satisfied and have better chances of growth and development as individual human beings. Heskett, Sasser and Schlesinger [8] were of the view that QWL is the feelings that employees have about their jobs, co-workers and organization in general that act as a catalyst resulting in the organizations growth and profitability. A positive feeling towards their job reflects that the employees are happy doing work and a satisfying work environment increases productivity. An individual's perceptions of his job meeting life's aspiration and the social and physical environment of the job determines to a large extent satisfaction on the job [9]. This can drive productivity and job performance [10].

1.2. Measures of Quality of Work Life

Several factors in the work environment contribute to employees' Quality of work life and they relate to favourable work conditions. The European Foundation for the Improvement of Living and Working Conditions [11] related QWL to job satisfaction, job acceptance, motivation, health, security, safety, productivity, job security, skill development, well-being and balance between work and non-work life. QWL cover factors such as wages and other benefits, working environment and conditions, work structure, work organization, management and organization of work, technology, employee satisfaction and motivation, industrial relations, participation, employment security, social justice and social security, demographic structure and continuing education [12]. Walton [13] presented eight criteria for measuring QWL. They include: Adequate and fair compensation, Safe and healthy environment, Opportunity to use and develop human capacities, Opportunity for career growth: Constitutionalism: Work and quality of life and Social relevance.

A number of studies have explored the Quality of work life of librarians. Aziz, Nadzar, Husaini, Maarof, Radzi and Ismail [14] found that both work variables and non-work variables do matter in determining the QWL of librarians. Somvir and Kaushik [15] found that the percentage of library professionals in Haryana State having high level of QWL is significantly high.

Librarians in Nigeria like their counterparts in other countries face the same challenges associated with technology, innovation, stress and pressure in the work place. The research sought to determine the extent these factors affect their work life balance. Quality of work life of librarians in this study was assessed using Watson's [13] criteria.

2. Objectives of the Study

The purposes of the study were to:

1. Measure the Quality of work life of Librarians working in Nigeria
2. Investigate the relationship between Quality of work life of librarians and some demographic characteristics such as gender, age, educational background, institution type, and years of work experience.

2.1. Hypotheses

- H1. Quality of work life of librarians is significantly related to gender.
 H2. Quality of work life of librarians is significantly related to age.
 H3. Quality of work life of librarians is significantly related to educational qualification.
 H4. Quality of work life of librarians is significantly related to years of work experience.
 H5. Quality of work life of librarians is significantly related to institution type.

3. Methods

The survey research method was used for the study. Questionnaire which included a Quality of Life Scale was used to collect data. The Quality of Work Life scale (α .880) was developed based on Walton [13] Quality of work life model. The study scale has six dimensions and 13 items. The scale was on a five point Likert-type metric (1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree).

Questionnaires were hand distributed to librarians during four National conferences/workshops held by Nigerian Library Association and sub-sections from June 2013 to April 2014. These include: National Conference of Nigerian Library Association held in Calabar Cross River State, Library and Information Technology Today (LITT) national workshop held in Rivers State, LRCN National workshop on Free and open Source Software and the AWLIN National Conference held in Awka. A total of 175 usable copies of the questionnaire were obtained and the respondents were from sixty-nine institutions domiciled in various part of the country. They include 24 University libraries, 9 Polytechnic libraries, 8 College of Education libraries, 13 Public libraries and 17 Special / Research libraries.

3.1. Method of Data Analysis

Descriptive statistics were calculated for QWL. Mean score was used to determine the Quality of Work Life of the respondents. Since the QWL scale is based on a five point scale, items with a mean score of 3.50 and above were regarded as high QWL and items with a mean score of below 3.50 were regarded as low QWL. Independent sample t-test was used to examine the relationship between gender and QWL. One-way ANOVA was employed to determine the relationship between Quality of work life and other demographic variables. Scheffe Post Hoc test was conducted for significant results. All hypotheses were tested at $p < .05$ significant level. All calculations were done using SPSS version 17.

4. Results

Respondents' demography

Analysis of respondents' demography shows that 61.7% (108) of the respondents are females while males are 32% (56). Eleven respondents did not state their gender. More than half the respondents

were aged 30-44 (58.9% n=103). 51 (29.1%) were aged 45-60; 16 (9.1%) were aged 20-29. In terms of educational qualifications, 85 (48.6.0%) have master's degree; 59 (33.7%) have Bachelor's degree. 17 (9.7%) have Postgraduate Diploma and 10 (5.7%) have PhD. For years of Work experience, 53 (30.3%) had worked 11 - 20 years; equal number 39 (22.3%) had worked for 1 - 5 years and 6–10 years respectively and 34 (19.4%) had worked 21 years above.

4.1. Quality of Work Life of Librarians

Librarians were asked to rate their quality of work life on a five point scale of strongly agree (5) to strongly disagree (1). Result is shown in Table 1.

Table 1: Quality of Work Life of Librarians

S/N		Strongly Agree/ Agree	%	Strongly Disagree/ Disagree	%	Mean	Std. Dev.
Adequate and Fair Compensation							
1.	My salary is commensurate with my work in the library	85	48.6	54	30.8	3.31	1.25
2.	My overall pay and allowance is equal to my peers in other departments of the organization	69	39.4	73	41.7	3.00	1.32
Opportunity to use and Develop Human Capacities							
3.	I have opportunities to deploy my skills for the institution	125	71.4	20	11.5	3.86	1.00
4.	I am satisfied with the training and retraining I receive in order to perform my present job	80	45.7	59	33.7	3.21	1.26
5.	My employer provides me with what I need to do my job effectively	77	44.0	59	33.7	3.16	1.19
Opportunity for Continued Growth and Security							
6.	The work I do in library will remain relevant in future	157	89.7	8	4.6	4.35	.85
7.	I have job security - there is no fear of losing my job in future	141	80.6	13	7.4	4.10	.91
Social Integration in the Work Organization							
8.	I have good relationship with my colleagues in the work place	164	93.7	10	5.7	4.45	.64
9.	My colleagues are reciprocal in sharing knowledge and expertise	124	70.9	25	14.3	3.81	1.02
Constitutionalism in the Work Organization							
10.	I am not denied any thing that is my right because I work in the library	96	54.9	52	29.7	3.38	1.27
11.	I feel able to voice opinions and influence changes in my area of work	115	65.7	27	15.4	3.64	1.03
Social Relevance of Work Life							
12.	My work is a good channel of information access and dissemination in my organization	153	87.4	6	3.4	4.38	.77
13.	In my capacity as a librarian I am recognized as contributing to the growth and development of the society	141	80.6	13	7.4	4.15	.93

Table 1 shows librarians ratings of QWL. Analysis of the individual variables in term of percentage distribution show that the librarians rated their quality of work life highest on 'I have good relationship with my colleagues in the work place' (93.7%) and lowest on 'My overall pay and allowance is equal to my peers in other departments of the organization' (39.4%).

Analysis of mean score shows that on a five point scale, librarians rated their Quality of work life very high (>4.00) on the two items of Social Relevance of Work Life: 'My work is a good channel of information access and dissemination in my organization' and 'In my capacity as a librarian I am recognized as contributing to the growth and development of the society.' They also rated their

Quality of work life very high (>4.00) on the two items of Opportunity for continued growth and security: '*The work I do in library will remain relevant in future*' and '*I have job security - there is no fear of losing my job in future.*' Mean score also show very high Quality of work life (> 4.00) on one item of Social integration in the work organization: '*I have good relationship with my colleagues in the work place.*'

Equally, librarians rated their Quality of work life high (>3.50) on '*I have opportunities to deploy my skills for the institution (Item 3),*' '*My colleagues are reciprocal in sharing knowledge and expertise (Item 9),*' and '*I feel able to voice opinions and influence changes in my area of work.*'

Librarians rated their QWL low (<3.50) on the two items of adequate and fair compensation. They are: '*My salary is commensurate with my work in the library*' and '*my overall pay and allowance is equal to my peers in other departments of the organization.*' They also rated two items of Opportunity to use and develop human capacities low which are: '*I am satisfied with the training and retraining I receive in order to perform my present job*' and '*my employer provides me with what I need to do my job effectively.*' Equally, respondents rated one item of constitutionalism in the work organization low which is '*I am not denied any thing that is my right because I work in the library.*'

5. Hypotheses Testing on Demographic Factors and Quality of Work Life

5.1. Gender and Quality of Work Life

An independent samples t-test was conducted to examine whether there was a significant difference between male librarians and female librarians in relation to their quality of work life. Table 2 shows summary of the result.

Table 2: *t-Test on Gender and Quality of Work Life of Librarians*

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Diff	Std. Error Diff	Lower	Upper
I have opportunities to deploy my skills for the institution	Equal variances assumed	9.265	.003	2.060	153	.041	.33909	.16458	.01395	.66424
	Equal variances not assumed			2.274	143.700	.024	.33909	.14914	.04430	.63388
My colleagues are reciprocal in sharing knowledge and expertise	Equal variances assumed	4.274	.040	1.976	158	.050	.31948	.16167	.00016	.63880
	Equal variances not assumed			2.059	122.971	.042	.31948	.15517	.01232	.62664

The t-test as shown in Table 2 revealed a statistically significant difference between male and female librarians in the following variable of quality of work life.

Opportunity to use and develop human capacities: Male librarians ($M = 4.11$, $SD = .76$) reported having more opportunities to deploy skills for the institution than female librarians ($M = 3.77$, $SD = 1.08$). This difference was significant $t(143.700) = 2.274$, $p = .024$.

Social integration in the work organization: Male librarians ($M = 4.09$, $SD = .89$) agreed that colleagues are reciprocal in sharing knowledge and expertise than female librarians ($M = 3.77$, $SD = 1.01$). This difference was significant $t(122.971) = 2.059$, $p = .042$.

Based on the significant difference found, H1 is accepted. Quality of work life of librarians is significantly related to gender.

5.2. Age and Quality of Work Life

A one-way ANOVA was conducted to examine whether there were statistically significant differences among librarians in various age groups in relation to their Quality of Work Life. Result is shown in Table 3.

Table 3: One way Analysis of Variance between Age groups and Quality of work life of librarians

ANOVA					
		Sum of Squares	Df	Mean Square	F Sig.
In my capacity as a librarian I am recognized as contributing to the growth and development of the society	Between Groups	7.618	2	3.809	4.675 .011
	Within Groups	133.639	164	.815	
	Total	141.257	166		

Table 3 shows the result of one way ANOVA that tested the relationship between QWL and ages of librarians. The result revealed statistically significant differences on **Social relevance of work life** which is 'In my capacity as a librarian I am recognized as contributing to the growth and development of the society' $F(2,164) = 4.68$ $p = .011$.

Post-hoc Scheffe test revealed that librarians aged between 45 - 60 reported significantly higher satisfaction in being recognized as contributing to the growth and development of the society compared to those aged between 20 - 29 ($MD = -.471$, $p = .011$). There were no other significant differences between the other groups.

Based on the significant difference found, H2 is accepted. Quality of work life of librarians is significantly related to age.

5.3. Educational Qualification and Quality of Work Life

No significant differences in the means of the factors were found according to educational qualification. Based on the non-significant difference found, H3 is rejected. Quality of work life of librarians is not significantly related to educational qualification.

5.4. Years of Work Experience and Quality of Work Life

A one-way ANOVA was conducted to examine whether there were statistically significant differences among librarians according to years of work experience in relation to their QWL. Result is shown in Table 4.

Table 4: One way Analysis of Variance between Years of Work Experience and Quality of work life

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
I am not denied any thing that is my right because I work in the library	Between Groups	22.332	3	7.444	4.872	.003
	Within Groups	244.467	160	1.528		
	Total	266.799	163			
In my capacity as a librarian I am recognized as contributing to the growth and development of the society	Between Groups	7.356	3	2.452	2.863	.039
	Within Groups	136.190	159	.857		
	Total	143.546	162			

The results as shown in Table 4 revealed statistically significant differences on the following items of Quality of work life and years of work experience: 'I am not denied any thing that is my right because I work in the library' $F(3,160) = 4.87$ $p = .003$ and 'in my capacity as a librarian I am recognized as contributing to the growth and development of the society' $F(3,159) = 2.86$ $p = .039$.

Post-hoc Scheffe test revealed that librarians with over 21 years of work experience reported significantly higher satisfaction in 'I am not denied anything that is my right because I work in the library' compared to those with 11-20 years of work experience ($MD = -.830$, $p = .029$). Also librarians with over 21 years of work experience reported significantly higher satisfaction on 'In my capacity as a librarian I am recognized as contributing to the growth and development of the society' compared to those with 1-5 years of work experience ($MD = -.629$, $p = .044$).

Based on the significant differences found, H4 is accepted. Quality of work life of librarians is significantly related to years of work experience.

5.5. Institution Type and Quality of Work Life

A one-way ANOVA was conducted to examine whether there were statistically significant differences among librarians in various institution in relation to their Quality of Work Life. Result is shown in Table 5.

Table 5: One Way Analysis of Variance between Institution Type and Quality of Work Life of Librarians

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
My salary is commensurate with my work in the library	Between Groups	11.869	2	5.935	3.901	.022
	Within Groups	231.266	152	1.521		
	Total	243.135	154			

Table 5 shows summary of result of one way ANOVA test of the relationship between quality of work life and institution type. The Result revealed statistically significant differences on only one item which is *Adequate and fair compensation* 'my salary is commensurate with the work I do in the library' $F(2,152) = 3.90$ $p = .022$.

Post-hoc Scheffe test revealed Academic librarians reported significantly higher satisfaction with their salary compared to their counterparts in the Public libraries ($MD = .788$, $p = .035$). Results also revealed that librarians in Research or Special libraries reported significantly higher satisfaction with their salary compared to their counterparts in the public libraries ($MD = .900$, $p = .040$). There was no significant difference between academic library and research library ($MD = .112$, $p = .905$).

Based on the significant difference found, H5 is accepted. Quality of work life of librarians is significantly related to institution type.

6. Discussion

The research is a study on Quality of Work Life (QWL) of librarians in Nigeria. Descriptive statistics show that for the librarians, adequate and fair compensation was an issue of concern. Librarians felt there is no adequate and fair compensation to their duties in the library. This is in line with the general feelings that librarians are not adequately compensated in their work place [16, 17]. This negative perception can be a source of dissatisfaction and stress for the librarians. According to Duda [18] the adequacy of compensation has great impact on the ability of an organization to meet its goals. Inadequate compensation leads to poor performance, absenteeism, excessive turnover, grievances, and strikes. Although such problems will never completely disappear, morale can be positively affected if an organization has formulated and disseminated its compensation objectives. To remedy the situation, The ALA Allied Professional Association [19] advised that librarians must promote a better understanding of what the librarian does. No one will want to pay librarians more money if they have no idea what education, experience, judgment and special skills they possess for the performance of their duties.

Equally, librarians were not satisfied with the training and retraining they receive in order to perform their present job and also noted that their employer do not provide them with what they need to do their job effectively. This shows willingness to work but lack of empowerment and resources. This can also be linked with the issue of inadequate compensation. Goodrich and Singer [20] explained that compensation is much more than salary. It includes everything that the employee perceives to be of value resulting from the employment relationship. It's a mix of salary, bonus, benefits, various perquisites, and the work environment. Another area of dissatisfaction is on right issues. More than half the respondents felt they were denied their rights because they work in the library

Respondents rated their quality of work life high for opportunity for continued growth and security. Their ratings showed that they felt secured and integrated in their work organization. Majority agreed that the work they do in the library will remain relevant in future, with job security and no fear of losing their job in future. This is in contrast with the pessimistic opinion expressed by some on the future prospects for library [21]. The reason for this can be adduced from the opinion of Shupe and Pung [4] with reference to academic librarians, noted that contrary to the popular perception of librarianship as an antiquated, stagnant profession characterized by long days of the re-shelving and circulation of books, involvement in outreach and instruction has made the librarian's duties become more dynamic and challenging.

In terms of social integration in the work organization, librarians felt socially integration in their work organizations. Majority indicated they have good relationship with colleagues in the work place and that their colleagues are reciprocal in sharing knowledge and expertise. This shows good interpersonal relationship which can contribute to improved psychological wellbeing and adaptability to the pressures of everyday work life.

On constitutionalism in the work organization, there was more positive response on the ability to voice opinions and influence changes in their work area than respect and granting of work rights. Only half the librarians agreed they are not denied their rights in the work place.

Regarding social relevance of work life, majority rated their QWL high on the statement that their work is a good channel of information access and dissemination in their organizations. They also rated their QWL high on being recognized as contributing to the growth and development of the society in their capacity as librarians. This positive perception is important for job retention. Poor perceptions of social

relevance of work can lead to high staff turnover and job abandonment which may result in loss of important skills.

6.1. Demographic Factors and Quality of Work Life

Independent Samples Test shows that QWL is dependent on gender. Male librarians reported having more opportunities to deploy skills for the institution than female librarians. Male librarians also agreed that colleagues are reciprocal in sharing knowledge and expertise than female librarians. In contrast, Bolhari, Rezaeean, Bolhari, Bairamzadeh and Soltan, [22] found no significant relation between gender and QWL for information technology staff.

One way Analysis of Variance revealed no relationship between QWL factors and educational qualification of the respondents. This means that QWL of librarians in the study is not dependent on educational attainment. However, QWL was found to be dependent on institution type, age, and years of experience. Academic and research librarians reported greater satisfaction on salaries than their counterparts who work in Public libraries. This is not unexpected. There are different salary scales for University libraries/Research libraries and the public libraries in Nigeria. This scale is higher for University libraries/Research libraries.

For age, librarians aged 45-60 reported significantly higher satisfaction in contributing to the growth and development of the society compared to those aged 20-29. In terms of years of work experience, librarians who have worked 21 years and above were more positive that in their capacity as a librarian they are recognized as contributing to the growth and development of the society. They were also more positive that they are not denied anything that is their right because they work in the library.

7. Summary of Findings

- I. Librarians in the study rated their Quality of work life high (>3.50) on *Opportunity for continued growth and security, Social integration in the work organization, and Social relevance of work life*. They rated their QWL low (<3.50) on *Adequate and fair compensation, training and retraining, and provision of tools to do job effectively*.
- II. Quality of work life of librarians in the study is significantly related to gender. Male librarians reported having more opportunities to deploy skills for the institution than female librarians. Also Male librarians agreed that colleagues are reciprocal in sharing knowledge and expertise than female librarians.
- III. Quality of work life of librarians is significantly related to age. Librarians aged 45 - 60 reported significantly higher satisfaction on being recognized as contributing to the growth and development of the society compared to those aged 20 - 29.
- IV. Quality of work life of librarians is not significantly related to educational qualification.
- V. Quality of work life of librarians is significantly related to years of work experience. Librarians with over 21 years of work experience reported significantly higher satisfaction on not being denied anything that is their right because they work in the library compared to those with 11-20 years of work experience. Also librarians with over 21 years of work experience reported significantly higher satisfaction on being recognized as contributing to the growth and development of the society compared to those with 1-5 years of work experience.

- VI. Quality of work life of librarians is significantly related to institution type. Academic and Research librarians reported significantly higher satisfaction with their salaries compared to their counterparts in the public libraries.

8. Recommendations

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

1. Professional Associations in Nigeria are usually the advocates of welfare issues for their members. Nigerian Library Association and Librarian Registration Council of Nigeria should therefore study the salary structure and allowances of librarians as regards their complaint on being compensated below others. Areas of difference should be noted and special allowances that should accrue to librarians in their work place should be mapped out and presented to relevant government agencies for consideration, approval and implementation. This will help bridge compensation gap between librarians and other professionals in the work place.
2. Staff development especially training and retraining of professionals should be encouraged and financially supported by library leaders and institution management.
3. Library leaders need to seriously upgrade their libraries through infrastructure and resource acquisition so that librarians will have work tools for maximum engagement.
4. In terms of being denied rights in the work place, librarians through their national associations should protect their individual and collective rights through advocacy and lobbying not just to institution management but to government authorities.
5. There should be no discrimination in assignment of responsibilities based on gender. All librarians should be given equally opportunities to deploy their skills and contribute to the growth and achievement of organizational goals.
6. Public libraries should be upgraded to the salary structure of academic and research institutions in the country because they are also agents of research and learning.

9. Conclusion

An acceptable Quality of work life is needed for good work-life-balance. Librarians in this study indicated good QWL in many aspects of their work life. However important areas such as fair remuneration, training and retraining, Facility provision for job performance and equal right issues were areas of dissatisfaction for the librarians. Quality of work life of librarians is significantly related to gender, age, years of work experience and institution type. For improved work experience these factors need to be considered by library managers when instituting policies and actions. The limitation of the study is on the sample size which may not be very representative for generalization to all librarians in Nigeria. However, considering the diversity of the working institutions of the respondents with sixty – nine institutions represented from all geopolitical zones of the country, the result can be considered significant. The result significance is also reinforced by the fact that it reiterated what have been reported in literature on complaint by librarians in other countries especially on remuneration and compensations showing that librarians in Nigeria are equally affected by this dissatisfaction. Essentially, librarians' Quality of work life need to be a positive one in all areas and for all concerned for job retention and good productivity. It is therefore imperative that librarians map out advocating strategies to improve their work environment and also ensure adequate compensation. This will help increase their Quality of work life in this digital era.

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