Librarians' Demographic Variables and their Satisfaction with Service Delivery in Tertiary Institution in Cross River State, Nigeria

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Abstract

This study sought to ascertain the influence of librarian's demographic variable and service delivery satisfaction in tertiary institutions in Cross River State, Nigeria. The study was guided by three research questions. Survey design was adopted by the researcher for the purpose of investigating and describing librarian's gender, attitude to work and perception to library resources and service delivery satisfaction. The population of this study comprised of 236 librarians (Professional and Para Professionals) in tertiary institutions in Cross River State as obtained from the establishment Departments of the institutions as at 2016. Questionnaire was used for data collection. Two hundred and thirty-six questionnaires were distributed, 228 was returned. The findings revealed that librarian's gender differences do not influences service delivery satisfaction in the tertiary institutions. That librarian's attitude to work had no significant influences on the service delivery satisfaction when matched with the tertiary institutions combination, while librarian's perceptions of library resources significantly influenced the service delivery satisfaction in the studied institutions, in Cross River State, Nigeria. To this extent, recommendations such as, tertiary institutions should form or reorganize library monitoring committees. These committees help in overhauling activities of academic and research libraries with a view to enhancing their service delivery. There should be an effective communication system within the libraries. This is important because it enables librarians and indeed, all staff to beware of all activities going on in the institution, especially suggestions on areas of improvement in service delivery.

Keywords: *Librarians, Demographic Variables, Satisfaction, Service Delivery, Tertiary Institution*

1.1 Introduction

Libraries are agents for social, economic and cultural development. But these developments can only be made possible with efficient and satisfied librarians.

Librarians like workers in general are efficient only when they are satisfied with their jobs. Librarians play a significant role in the development of human capital which is vital for socio-economic growth of a nation. Their

job satisfaction plays a critical role in determining the general productivity of libraries. Somivir and Kaushik, (2012) sees job satisfaction as occupational act carried out by an individual or group of individuals in return for a reward, while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job.

Thus, in this study, Librarian's demographic variables and their satisfaction with their service delivery is conceptualized to mean the level of positive attitude that librarians displays while performing their duties in the library on one hand, and the level at which their personal needs are met by management. Libraries act as providers of regular and current information; managed by staffs with different attitudes and perceptions. Attitude according to Odu and Afukidang, (2019), is the manifestation of peculiar traits in respond to an issue, event or phenomenon. Velnampy (2008) defined attitude as the feelings and believes that largely reflex the perception of employees about their environment, commit themselves to intended actions, and eventually act accordingly as expected. The future of libraries is dependent upon its staff than on any other factor. This is because librarian's have full responsibility of acquiring, organizing and disseminating information.

Therefore, the library service institution like academic libraries is measured by the services rendered to the users. This on the other hand, depends on the librarians who are responsible for effective and efficient service delivery on one hand, and are satisfied with the services they provide on the order. In addition, changes in libraries in recent times have resulted in the need for new or expanded skills, abilities and knowledge of Librarians. These changes include the implementation of library technologies such as computer-based cataloging, automated circulation systems, online access to machine-readable

bibliographic database etc. hence the awareness of the library professionals of the need for continuous training, because of the increasing verity of information formats and library services. (Dawha, 2009). Khan and Bhatti (2012) emphasized that due to changing needs of library users, the library also needs to be changed. A dynamic environment like academic library requires staff/librarians and library assistants (professionals and para-professionals, males and females) to have strong abilities in library services delivery for all types of print and electronic information retrieval, who should always be rewarded.

Service is a complex phenomenon and many fragmented definitions have emerged, Ying K. Ahmad J. &Zainab K. (2016) defined a service as a simultaneous process, a social interaction, a relationship and an intangible result. The fact is that various people have diverse opinions when it comes to issues relating to services. However, the various definitions recognize that services are intangible, interactive, experiential and do not involve the transfer of ownership (Popoola, S. O. (2008). In an attempt to improve services delivery in library Ranganathan, proposed five laws to help in quality improvement of service as those are concentrated to the users very seriously (Pranjit2007. The laws directly advocate towards libraries' collection development, speedy processing, maintenance and quick retrieval of information by users. In order to achieve an effective support for higher education through library services in tertiary institutions in Cross River State in particular, and Nigeria in general, there is need to have a committed library work force. Commitment among librarians can only be achieved if the librarians are treated with respect, recognized, empowered, enjoy their work without gender bias and are also motivated. Lack of staff motivation compromises the professional conduct, leading to poor work culture such as

poor performance absenteeism, lateness, etc. Unfortunately, it is observed that the level of satisfaction among library staff in tertiary institutions in Cross River State, Nigeria, is probably very low compared to other faculties of the same institutions

1.2 Statement of the Problem

Library staffs demographic variables remains a necessary recipe for staff fulfillment in carrying out their duties. Unfortunately, it is observed that the level of satisfaction among library staff in tertiary institutions in Cross River State, Nigeria is probably very low compared to other faculties of the same institutions. A careful observation shows that the output of library staff in terms of information dissemination to Library users leaves much to be desired. In the higher institutions in Cross River State, users' satisfaction, non-availability of current information resources, poor service, lack of photocopying services inter-library loan services, gender issues, staff poor attitude to work, marginalization, inadequate resources, inadequate recognition by management, are conspicuous. Is this poor work culture a result of poor management? Or, are librarians having gender issues? Given this situation, this study sought to investigate Library Staff demographic variables and their Satisfaction with their service delivery in Tertiary Institutions of learning in Cross River State, Nigeria

1.3 Objectives of the Study

The main objective of the study is to determine the influence of librarians' demographic variables and their Satisfaction with Service Delivery in Tertiary Institution in Cross River State, Nigeria. However, the specific objectives of the study are to:
1. Determine the influence of librarians' gender on their service delivery satisfaction in tertiary institutions in Cross River State, Nigeria.
2. Find out the influence of librarians' attitude to work on their service delivery satisfaction in tertiary institutions in Cross River State, Nigeria.
3. Ascertain the influence of librarians' perception of library resources on their service delivery satisfaction in tertiary institutions in Cross River State, Nigeria.

1.4 Research Questions
The following research questions were formulated to guide the study:
1. What is the influence of librarians' gender on their service delivery satisfaction in tertiary institutions in Cross River State, Nigeria?
2. What is the influence of librarians' attitude to work on their service delivery satisfaction in tertiary institutions in Cross River State, Nigeria?
3. What is the influence of librarians' perception of library resources on their service delivery
4. Satisfaction in tertiary institutions in Cross River State, Nigeria?

2.1 Literature Review

Gender research has been an issue of concern in previous related studies. Many researchers suggested that gender affect perceptions of service quality due to gender role in socialization, decoding ability, differences in information processing, traits, and the importance placed on core or peripheral service. In marketing literature, studies showed that female customers tend to rate service quality lower when a comparison is made between genders (Khan S. A. & Bhatti, R. 2012). However, the issue has not been examined in the context of librarians' services delivery satisfaction, particularly among the higher institutions / s academic libraries. In a study conducted by Hoyer and

Maclnnis (2010) on Consumers behaviour in Boston, it was noted that women tend to gather lots of information and are more likely to evaluate after engaging in detailed and comprehensive examination of a message. In a related to examine the influence of service quality on satisfaction and investigated whether satisfaction varies between male and female in response to the perceived service quality. The findings showed that service quality was positively associated to satisfaction and the relationship was found to be moderated by gender (Hoyer & Maclnnis, 2014). The findings also showed that service quality perceived by women was found to influence the satisfaction level greater than that of men in the tourism context. Gender differences are significant moderator between service quality and satisfaction. The service providers whose target on women's market is recommended to allocate more resources and attention on important aspects namely, reliability, consider ability and empathy, and tangibility aspects in order to increase the satisfaction level among female tourists.

It is important for academic library managers to understand potential gender effects in the evaluation of service delivery satisfaction for the development of effective services delivery strategies. Investigating such relationships is significant, because without sound evidence and guidelines, managers may run the risk of service delivery wrong decisions. On the one hand, ignoring gender differences may create problems if there are gender-based differences. On the other hand, a gender-sensitive approach may become even more problematic if there are no differences between male and female customers (Karatepe 2011). Thus, if the relative importance of the service quality dimensions to customers is likely to vary depending on their gender, resource allocation on those attributes should be contingent on the importance attached to them by customers.

Training the faculty members, the use of electronic resources should not be gender biased. Both male and female information professionals should be competent enough to participate in skill acquisition trainings organized for the faculty members and demonstrate proficiency in the use of the electronic resources subscribed to by the library. This will provide a platform for them to interact with the patrons and identify their areas of need in the information seeking process. In this regard, Schilling (2012) asserted that library–based training allows librarians–educators to interact with students, promote information literacy skills development, encourage the use of appropriate resources, and alleviate library anxiety. Schilling, noted that students who meet with academic librarians or participate in library training display more positive attitudes about libraries, and are more confident about their abilities to conduct research and use information tools. How would this be possible if female and male information professionals lack the literacy skills and competency for using the electronic resources? Schilling (2012) also emphasized this fact in his assertion that regardless of what method is used to deliver instruction, however, the goal remains for librarian–educators to develop relevant, curriculum– integrated 'point–of–need' information skills training and educational tools.

Specific employee attitudes relating to job satisfaction and organizational commitment are a major interest to the field of organizational behavior and the practice of human resource management. Whereas the discussion of positive and negative affectivity is considered to be antecedents of work attitudes, more directly, job satisfaction focuses on employees' attitudes toward their job and organizational commitment focuses on their attitudes toward the overall

organization. This is the reason why most libraries spend more than half their budgets on staff salaries, there is growing concern to get the most value from this expensive resource, which means giving careful and well-informed attention to each stage in staff management as stated by Manoj and Neela (2012) that the staff who confronts the user makes the impression about the organization. Therefore, polite behaviour and positive attitude is essential qualification of the service providing staff.

Otieno, Otike and Rotich, (2015) opines that *library users need information continuously regardless of its availability; the library clients require librarians with the right attitude to provide information services without any discrimination; most of the books required for class work were limited against a steady growing student population and shrinking budget; the librarians' welfare is inadequate and does not fight for better working conditions in the library and therefore majority of the staff are not motivated and there is lack of structured promotion criteria for library staff from training and those with vast experience in the profession. Otieno (2015) proposed an employee attitude management model to provide practical means by which librarians can be effective in their work.* This will require more effective communication mechanisms, new collaborations among librarians at all levels to stimulate creativity and risk taking which result in an increase in innovation and initiative.

Library staff perception towards serviced delivery satisfaction has changed rapidly due to change in technologies for information creation, storage, organization, dissemination and retrieval evolving at a rapid pace. Libraries as foremost information resource centers in tertiary institutions have embraced these new technologies to improve information services for research activities and for curriculum support without the constraints of space and time. This has greatly impacted the nature of library work in the past thirty years as library routines, role definitions of librarians, expected competencies, services rendered, users' expectations and interactions with users and vendors have all changed dramatically (Prabhakaran& Mishra, 2012). Response to technology incursion in libraries can be gauged from attitude of librarians who work with these tools. People's response to technology varies. While some welcome the transformations and adjust to the introduction and usage of the new technologies in the provision of information services others exhibit a feeling of inability to cope with learning and re-learning as new operating systems. Nnadozie, C. O. & Onah, F.E. (2016), finds facilities such media that gives wide publicity to events, objects, discoveries, scientific findings, new products, and new services as apt. The availability of these facilities are not only useful to for the user, but the librarians, to ease their service delivery. This enables librarians to share knowledge among themselves, especially with the availability of relevant facilities such as current printing materials, printers, photocopy machines are adequately available.

Iwhiwhu and Okorodudu (2012) conducted a study also, some feel threatened that the new 'machines' will take over their jobs and render them redundant or that other librarians who are more knowledgeable in the manipulation and usage of the new technologies will take over their jobs. These attitudes generate stress in the libraries and may affect librarians' optimal provision of information services (Melchionda, 2007). All these could impact on how satisfied librarians in academic libraries are with their jobs. Job satisfaction is the evaluation of how one perceives several indices of his/her job including the work environment, emoluments, communication style, job security, co-workers, supervision and

professionalism amongst others (Rad &Yarmohammadian, 2006). According to Qaisar, Rehman and Suffyan; Qaisar, Rehman and Suffyan (2011), when a worker has job satisfaction his performance will be enhanced and vice versa. Some determinants of job satisfaction are listed to include nature of work, financial rewards, and opportunities for advancement, workload, supervision, and relationship with co-workers (Rast&Tourani, 2012). As interactive service providers, the issue of job satisfaction is of great significance for librarians in the technology era because satisfaction with technology adoption determines to a great extent librarian's adaptability and performance.

According to Timothy & Ronald, (2004) leadership styles, whereby leaders are reasonably flexible in their requirement for different combinations of skills, attitudes and knowledge, with their professional and personal experiences providing strategic direction for junior colleagues, stimulate innovations and creativity could also be a mediating factor in employees' job satisfaction. Transformational leadership style incorporates idealized influence whereby leaders through their display of skills, knowledge and 'can do attitude'

motivate and inspire the employees to go beyond perceived attitudes, expected performance and self-interest to achieve organizational goals. Leaders also stimulate creativity as they nudge employees to question assumptions and learn new ways of doing things. This leadership style will then breed an organizational culture which may play a mediating role in the interaction between technology and human resources.

3.1 Methodology

This study sought to ascertain the influence of librarian's gender, attitude to work and perception to library resources and service delivery satisfaction in tertiary institutions in Cross River State, Nigeria. The survey design was adopted by the researcher for the purpose of investigating and describing librarian's demographic variable and service delivery satisfaction of library staff in tertiary institutions in Cross River State, Nigeria. The population of this study comprised of 230 librarians in tertiary institutions in Cross River State as obtained from the establishment Departments of the institutions as at 2016. Table 1 shows a summary of the sample distribution of staff in the sample distribution of staff in the respective institution.

Table 1
Population/sample distribution of library staff in the institutions selected for the study

S/N	Institution	Professional	Para professional	Auxiliary staff	Total
1.	University of Calabar	81	64	71	216
2.	Cross River University of Technology	15	24	26	65
3.	Federal College of Education, Obudu	10	15	28	53
4.	College of Education, Akamkpa	4	4	8	16
	Total	**110**	**107**	**133**	**350**

4.1 RESULTS

Research question one: What is the influence of Librarian's gender on their service delivery satisfaction in tertiary institutions in Cross River State

Descriptive statistics of gender influence on service delivery satisfaction in tertiary institutions in Cross River State, Nigeria?

Table One

Categories	No	Not satisfied	Fairly satisfied	Satisfied	Very satisfied
UNICAL					
Male	60	1.70	36.70	38.30	23.30
Female	44	6.80	25.00	47.70	20.50
Total	104	3.80	31.70	42.30	22.10
CRUTECH					
Male	38	0.00	13.20	73.70	13.20
Female	17	5.90	29.40	47.10	17.60
Total	55	1.80	18.20	65.50	14.50
FC OBUDU					
Male	28	7.10	32.10	50.00	10.70
Female	25	4.00	44.00	48.00	4.00
Total	53	5.70	37.70	49.10	7.50
CE AKAMKPA					
Male	8	12.50	50.00	12.50	25.00
Female	8	12.50	12.50	62.50	12.50
Total	16	12.50	31.20	37.50	18.80
Overall Perception					
Male	134	3.00	29.90	49.30	17.90
Female	94	6.40	29.80	48.90	14.90
Total	228	4.40	29.80	49.10	16.70

Table Two

Independent t-test of the influence of gender of library staff on their service delivery satisfaction in Tertiary Institutions

Sex	N	Mean	Std. Deviation	Df	t-value	p-value
Male	139	27.90	6.716226		1.268	0.25
Female	94	26.77	6.650			
Total	228					

The research question one sought to investigate level of satisfaction between the male and female librarians in their service delivery. Out of 53 overall respondents in FC OBUDU as shown in table one above, who were either male or female in gender, 7.50% were very satisfied with service delivery, 49.10% were satisfied with the service delivery and 37.70% were fairly satisfied with the service delivery while 5.70% were not satisfied with the service delivery. In CE AKAMKPA, out of 16 overall respondents of them who are either male or female 18.80%, 37.50%, 31.20% and 12.50% were very satisfied, satisfied, fairly satisfied and not satisfied with the service delivery respectively.

Meanwhile, as shown in Table 3, out of 228 overall respondents, male or female in gender, 16.70%, 49.10%, 29.80% and 4.40% were very satisfied, satisfied, fairly satisfied and not satisfied with their service delivery satisfaction respectively. In responding to this research question, the levels of their service delivery satisfaction were cross tabled with the gender to help estimate the extent their gender influence their service delivery satisfaction, using percentages for analysis and bar graphs for pictorial illustration As presented in Table 21, out of 134 overall male respondents 17.90% were very satisfied with

their service delivery, 49.30% were satisfied with the service delivery and 29.90% were fairly satisfied with their service delivery while 3.00% were not satisfied with the service delivery. On the other hand, out of 94overall female respondents 14.90% were very satisfied with the service delivery, 48.90% were satisfied with their service delivery while 29.80% and 6.40% were fairly and not satisfied with their service delivery respectively.

However, the result also showed that, out of 104 of the overall respondents, who either male or female in UNICAL 22.10% were very satisfied with service delivery, 42.30% were satisfied with the service delivery and 31.70% were fairly satisfied with the service delivery while 3.80% were not satisfied with the service delivery. In CRUTECH, out of 55 overall respondents of them who are either male or female 14.50% were very satisfied with the service delivery, 65.50% were satisfied with the service delivery and 18.20% were fairly satisfied with the service delivery while 1.80% were not satisfied with the service delivery.

Research question two what is the influence of staff attitude to work and their service delivery satisfaction in tertiary institutions Cross River State?

Table 2

	N	Not satisfied	Fairly satisfied	Satisfied	Very satisfied
UNICAL					
Low	16	0.00	43.80	56.20	0.00
Moderate	22	4.50	45.50	40.90	9.10
High	66	4.50	24.20	39.40	31.80
Total	104	3.80	31.70	42.30	22.10
CRUTECH					
Low	15	0.00	26.70	73.30	0.00
Moderate	16	6.20	0.00	62.50	31.20
High	24	0.00	25.00	62.50	12.50
Total	55	1.80	18.20	65.50	14.50

Librarians' Demographic Variables and their Satisfaction with Service Delivery in Tertiary Institution in Cross River State, Nigeria

FC OBUDU

Low	13	0.00	23.10	61.50	15.40
Moderate	10	10.00	30.00	60.00	0.00
High	30	6.70	46.70	40.00	6.70
Total	53	5.70	37.70	49.10	7.50

CE AKAMKPA

Low	3	0.00	66.70	33.30	0.00
Moderate	2	50.00	50.00	0.00	0.00
High	11	9.10	18.20	45.50	27.30
Total	16	12.50	31.20	37.50	18.80

TOTAL

Low	47	0.00	34.00	61.70	4.30
Moderate	50	8.00	28.00	50.00	14.00
High	131	4.60	29.00	44.30	22.10
Total	228	4.40	29.80	49.10	16.70

From the results shown in Table 3, out of 131 subjects who manifested high level of attitude to work 22.10% were very satisfied with their service delivery, 44.30% were satisfied with their service delivery and 29.00% were fairly satisfied with their service delivery while 4.60% were not satisfied with their service delivery.

As presented in Table 15 majority of the library staff in UNICAL who score either low, moderate or high levels of attitude to work were satisfied with their service delivery satisfaction while moderate numbers who are either low, moderate or high levels of attitude to work were fairly and very satisfied with the influences exacted on their service delivery satisfaction and, few numbers who are either low, moderate or high levels of attitude to work were not satisfied with the influences exacted on their service delivery satisfaction. Similarly, majority of library staffs in CRUTECH, FC OBUDU and CE AKAMKPA who are either low, moderate or high levels of attitude to work were satisfied with the influences exacted on their service delivery satisfaction. Meanwhile, library staff who are either low, moderate or high level in attitude to work were satisfied in overall with the influences exacted on their service delivery satisfaction.

Research question three: To what extent does perception of library resources influence their service delivery satisfaction in tertiary institutions?

In responding to this research question, the levels of their service delivery satisfaction were merged with the levels of their perception of library resources influence to help estimate the extent their perception of library resources influence their service delivery satisfaction, using percentages for analysis and bar graphs for pictorial illustration. As shown in table 4, out of 10 overall respondents of them who were not satisfied with perceptions of library resources 80.00% were not satisfied with service delivery and 20.00% had fairly satisfied service delivery level, 0.00% were satisfied with the service delivery while 0.00% were very satisfied with the service delivery.

In terms of fairly satisfied perceptions of library resources, out of 68 overall

respondents 11.40% of them are not satisfied with the service delivery and 54.30% were fairly satisfied with service delivery, 34.30% were satisfied with the service

Table 3
Result of ANOVA for infl uence of librarian's attitude to work on their service delivery satisfaction

Institution	Attitude to work	Mean	Std. deviation	N
UNICAL	Low	26.38	4.745	16
	Moderate	25.09	7.003	22
	High	28.98	6.996	66
	Total	27.76	6.851	104
CRUTECH	Low	27.67	4.821	15
	Moderate	30.12	6.449	16
	High	28.42	5.860	24
	Total	28.71	5.756	55
FC OBUDU	Low	28.08	5.361	13
	Moderate	26.10	6.951	10
	High	25.10	7.341	30
	Total	26.02	6.826	53
CE AKAMKPA	Low	22.67	3.055	3
	Moderate	15.00	1.414	2
	High	28.27	7.226	11
	Total	25.56	7.624	16
Total	Low	27.02	4.914	47
	Moderate	26.50	7.299	50
	High	27.93	7.004	131
	Total	27.43	6.697	228

Analysis of variance	Sum of squares	df	Mean square	F	Sig.
Between Groups	84.017	2	42.008	.936	.394
Within Groups	10097.860	225	44.879		
Total	10181.877	227			

*significant at 0.05 level of significance

5.1 Discussion of findings

Gender differences of librarian's / library staff and their service delivery satisfaction. A much related finding is also revealed in Igun (2010) who reported that there is no significant difference in the service delivery challenge encountered by librarians in South–south Zone of Nigeria in their

utilization of ICT due to gender. However, this study's finding contradicts several findings in the literature which reveal gender specific inequalities in the use of electronic resources like Internet. For example, studies carried out in various contexts reach the unanimous conclusion that men use the Internet more frequently and for longer periods than women.

This study is in contradiction with Hoyer and Maclnnis (2010) that report that Women tend to gather lots of information and are more likely to evaluate after engaging in detailed and comprehensive examination of a message (Hoyer & Maclnnis, 2010; Karatepe, 2011). Therefore, women's prior consumption expectation will be higher and they look into every tiny aspect or attribute of the services received, consequently, the greater extent of the women satisfaction level is determined by the quality of their perceived services, which is in contrast to men.

Employee attitudes relating to service delivery satisfaction, job satisfaction and organizational commitment are a major interest to the field of a good school organization. According to the result obtained in this study the library staff attitude to work does not influence service delivery satisfaction in the tertiary institutions. This study is in disagreement with literatures, this result obtained could be traced to the kind of training and conception of the library staffs in the study location. Manoj and Neela, (2012) state that the librarians who confronts the user makes the impression about the organization. Therefore, polite behaviour and positive attitude is essential qualification of the service providing staff. Librarians' perception of library resources and their service delivery satisfaction. The result obtained in this study shows that librarian's perception of library resources influences service delivery satisfaction in the tertiary institutions.

Conclusion

This study has measured the expected relationship between librarians and library service satisfaction in tertiary institutions in Cross River State, Nigeria. The result shows that librarian's gender differences do not influences service delivery satisfaction in the tertiary institutions. Generally, in this study male staff showed a slightly higher mean score on their services delivery satisfaction than the female staff.

On librarian's attitude to work, based on the findings in this study, the researcher arrived at the conclusions that librarian's attitude to work had no significant influences on the service delivery satisfaction when matched the tertiary institutions combination, while librarian's perceptions of library resources significantly influenced the service delivery satisfaction in the studied institutions, in Cross River State, Nigeria.

Recommendations

(i) Tertiary institutions should form or reorganize library monitoring committees. These committees help in overhauling activities of academic and research libraries with a view to enhancing their service delivery.

(ii) There should be an effective communication system within the libraries. This is important because it enables librarians to be aware of activities going on in the institution, example suggestions and areas of improvement in service delivery.

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