



Professional Identity and Career mobility as determinant of Librarians' Job Satisfaction in Nigerian Universities

Unegbu, Vincent E. & Itsekor, O. V.

Department of Information Resources Management, Babcock University
Ilishan Remo, Ogun State

Received: 17th November 2021 Accepted: 17th December 2021 Date of Publication: 30th December 2021

Abstract

Purpose: At present, the library and information science profession is experiencing an ever-changing role; therefore, the purpose of this study is to highlight the need for professional identity and career mobility of academic librarians in university libraries in Nigeria. The study also intends investigate academic librarians' job satisfaction can be influenced by their professional identity and career mobility.

Design/methodology/approach: The study adopted the survey research design. The questionnaire was distributed to the librarians in both public and private academic libraries, in South-West, Nigeria in order to obtain comprehensive information about the population's characteristics, attitudes, perceptions, and actions of librarians.

Findings: The result shows that what constitutes professional identity, career mobility and job satisfaction formulated for this study. In addition, the findings revealed that many librarians in university disagreed that their pay is comparable with other professional; they agreed that compared with other professionals, though they have achieved both professional and personal growth, they are not satisfied with some aspect of their jobs.

Originality/ Value: Much has been written about academic librarians' job satisfaction; however, there is a dearth of literature as it relates to the combined effect of professional identity and career mobility. This work attempts to show the relationship between these variables and how it affects librarians' job satisfaction.

Keywords: Job satisfaction, Professional identity, and Career mobility

Introduction

Over time, performing institutions represent one of the backbone of any economy. However, for any institutions to continuously survive, they must employ capable hands to ensure that these employees are satisfied with their job. Martin (2020) states that job satisfaction is how much a person enjoys and accomplishes work. Job satisfaction of employees is fundamental because employees' contentment should be a prerequisite for any successful institution. Swaminathan (2017) opines that most people expend an integral part of their lifetime at their workplaces; hence, human resources' departments in institutions should have well-thought-out strategies for improving employees' level of satisfaction. Therefore, job satisfaction is the necessary components for personal fulfillment while carrying out one's duties effectively. Khan,

Masrek, and Nadzarc (2015) opined that though literature provides more than three thousand investigations of job satisfaction, there is still a shortage of universally accepted definitions of job satisfaction. In their proposed conceptual framework, job satisfaction is operationally defined as the approach of workers towards their jobs, which may be positive or negative depending on workers' intrinsic and extrinsic features of work. Job satisfaction shows a person's view towards work. It displays the attitude of a worker or the emotional and mental response to the job. Moreover, job satisfaction is a significant topic for investigators in institutions or organizations, because it has an established link with job performance. Professional identity is the practice of values, motives, beliefs, attitudes, and experiences, which individuals outline for themselves, in their present or expected professional life (Tsakissiris, 2015).

Professional identity of librarians therefore connotes how people recognize, describe and label them. Fraser-Arnott (2017) note that given the shifting nature of library and information science graduates' work, both within and outside of libraries, the platform is now suitable to examine how library practitioners decide to brand themselves as specialists (Langridge, Riggi & Schultz, 2014; McLeod, 2019). Therefore, professional identity is measured by social categorization, social identity and social comparison of individuals on their jobs. Employees perform better and get satisfaction on their jobs when the work environment is conducive. However, many university libraries in Nigeria are faced with environment conditions that are not conducive, inadequate library facilities and some of the libraries seem to be neglected and in deplorable states, while others seem to be inadequately managed.

For decades, academic librarians all over the world have struggled with their academic standing, work titles, and position in the academia. However, they seem to be proud of their professional affiliation. Therefore, they have fought and attained academic status; and this has helped to influence their current professional identity, it has also formed the basis for their identification and satisfaction on the job. Appleton (2018), in their research findings reports that skills or competence predicts satisfaction. Similarly, Fernández-Salineró, García Collantes, Rodríguez Cifuentes, and Topa (2020) report that skill is the major predictor of job satisfaction. Some academic librarians seem to be faced with the challenges of not getting the opportunity to develop personally for expert technical and manual skills. Therefore, this affects them negatively and they are not able to execute certain tasks commendably. This factor has prompted several research endeavors to unearth what satisfies librarians professionally and what does not. Similarly,

the study also aims at revealing whether or not management of institutions engage in policies to promote, motivate and enhance librarians' job satisfaction (Adedigba, 2019; Ngelale & Sanya, 2017).

Studies reveal that many employers do not support librarians career mobility on the job. It is usually the sole responsibility of individual librarian to take responsibility to acquire requisite skills, to become better equipped for the job. Cooke (2012) advocates an online personal learning network (PLN) for librarians to help them develop themselves to boost their self or professional image thereby increasing their personal growth, job satisfaction and self-actualization. Oketunji (2018) during the opening address of the 38th annual cataloguing, classification and indexing seminar/ workshop on re-skilling bibliographic workers for the digital age: a reload, emphasized the need for continuing education and training of librarians in this digital age. However, there appears to be dissatisfaction in essential elements like personal growth, recognition, achievement, responsibility, promotion, and work itself. These factors make librarians to consider career mobility so as to find satisfaction on the job.

There is little, if any literatures on the subject of career mobility around the world and particularly in Nigeria. It is not ascertained whether librarians engage in career mobility or prefer to work part time on the job in order to transition to different job functions and responsibilities. However, it appears that librarians go from other occupations to librarianship because of their love for the profession. Furthermore, despite the fact that many librarians appear dissatisfied with some aspects of their jobs, many choose to remain on the job because of love for the profession or institution. Sicherman and Galor (1990) note that career mobility progression involves two dimensions; intrafirm mobility

and inter-firm mobility. Intrafirm mobility is defined by the employer's decision; it is based on the employee's education, skills, work experience, and abilities, and it has to do with advancement on the job. Conversely, in the case of inter-firm mobility, employees, decide whether to migrate across institutions. It has to do with the employee's best timing and quitting period in order to optimize their predicted lifetime earnings. Therefore, in inter-firm mobility, workers determine their job satisfaction by improving on themselves through continuing education, training, and professional development. Career mobility is however planning and deciding how internal (workshop, internal training, coaching, mentoring, job shadowing, reading group) and external (conference, external training, academic programs, vocational qualifications, scholarship and professional accreditation) programmes will be beneficial to librarians careers.

This study consequently aims at determining whether career mobility and professional identity will influence librarians' job satisfaction because many studies report that librarians were not satisfied with certain aspects of their job (Awoyemi & Odefadehan, 2017; Ikonne, Unegbu, Soyemi & Arinola, 2019; Nzelum, et al 2019).

Statement of Problem

Many scholars and experts in the field of library and information science are at variance on the subject of job satisfaction, while some research findings show that academic librarians are dissatisfied, others claim that librarians are happy with some aspects of their jobs and unsatisfied with others. The results in most cases show that librarians are dissatisfied with their personal growth, recognition, achievement, promotion, and the work itself, which are some factors of Herzberg job satisfaction model. (Daship, 2012; Ikonne, 2019; Ogunlana, Okunlaya, Ajani, Okunoye &

Oshinaike, 2013; Yaya, Opeke & Onuoha, 2016). The common finding of all these studies is that many employers do not adequately compensate academic librarians for the work they do. Many librarians do not have professional achievement, recognition on their jobs or personal growth, therefore they become dissatisfied with their jobs overtime (Nzelum, et al 2019). For librarians to be satisfied with their jobs, there is need to investigate their professional identity in relation with the various platforms for career mobility. It is against this backdrop that this study sets out to examine the impact of professional identity and career mobility on job satisfaction among librarians in university libraries in Southwest, Nigeria.

Objectives

The main objective of this study is to investigate the influence of professional identity and career mobility on job satisfaction of academic librarians in Nigeria.

The specific goals are to:

1. find out the level of job satisfaction of librarians in university libraries in Nigeria.
2. ascertain what constitutes librarians' professional identity in university libraries in Nigeria.
3. find out the influence of career mobility on job satisfaction of librarians in university libraries in Nigeria.

Research Question

What is the level of job satisfaction of librarians in university libraries in Nigeria?

Hypothesis

1. Professional identity has no significant influence on job satisfaction of university librarians in Nigeria.
2. Career mobility has no significant influence on job satisfaction of librarians in university libraries in Nigeria

3. Professional identity and career mobility have no joint influence on the librarians' job satisfaction of university librarians in Nigeria

Literature Review

Yaya, Opeke, and Onuoha (2016) state that job satisfaction is a sentimental response of workers to their jobs. It is the extent of pleasurable emotional feeling an individual has about the job that he or she is expected to carry out. It is generally acknowledged as a necessary ingredient for personal fulfillment in carrying out one's duties. Similarly, Somvir and Kaushik (2012) define job satisfaction as an emotional response to a job situation, which cannot be seen, but can only be inferred. It is simply regarded as how people feel about their jobs and different aspects of it. It means a positive attitude that one has from what one does to earn a living. Aziri (2011) opines that in the process of evaluating job satisfaction, the perception that a pleased employee is a satisfied employee and a satisfied employee is an energetic employee indicates the importance of self-image of employees on their jobs. Therefore, job satisfaction of librarians all over the world is depicted by an ever adjusting process in response to the fast spread of ICT, professionalism and education (Ngelale & Sanya, 2017; Sewell, & Gilbert, 2015; Sohail, 2019; Weiner, 2016).

Academic libraries are established to provide information services and resources to support the teaching, learning, research, and community development aims of the institutions. However, ICT have brought about some challenges on the impact of the electronic access, aspects of digitization of library collections, and the need for career mobility, scholarship in library and information studies (Fagbe, Amanze, Oladipo, Oyenuga, & Adetunji, 2015; Umoh, 2017).

Hyder and Batool (2013) note that the level of librarians' job satisfaction in developing

countries was "lower" than that of developed countries and it is related to the need of information in the society. The major reason behind this is that a society will not give necessary value to the information experts and librarians there due to the "lack of need for information" by the leaders and citizenry. Hence, the findings of their study of private and public higher institutions at Lahore, Pakistan is that the need of information in a society determines the status of librarians there. This is the reason information need in developed countries improves the status and skills of librarians, while it is vice versa in developing countries. Hence, the lack of information need will not improve the status or skills of the librarians in developing countries. Information needs therefore determine the level of progress of the developed and developing nations, as it relates to information acquisition, dissemination and utilization in these societies.

Furthermore, policies guiding the employment and promotion of librarians, across ranks and status vary in the institutions and the procedures seem to change from time to time. Just as there are different types of academic libraries (college of education, institutes of science and technology, universities) and hence many criteria existing for assessing the library staff. There are different status that define academic librarians status, some are faculties, some are non faculty, while some are tenure based and some yet, not tenure based. Sinha (2020) however notes that employee satisfaction can be achieved by establishing a successful career development system and instilling a sense of the importance of the system to build both managerial and professional skills in the employees. Consequently, this will lead to a comprehensive enduring advancement and well-articulated job structure for librarians and sustainability in the profession (Onifade, Okoro and Boakey, 2019).

Subsequently, staff are empowered to the extent that they acquire undergraduate, graduate and post-graduate degree level certificates as well as the different literary skills. Institutions/libraries are required to maintain harmony with their ever-changing environment. In addition, they have to maintain compatibility with the environmental changes for their survival, growth and prosperity, thereby necessitating the change they desire. New trends have occurred at individual, team and organizational levels, as the nature of the work environment continues to change. In addition, since the library patrons are now more demographically diverse than ever before, there is need to consider all categories of library patrons, children, youths, young adult and older users that represent a substantial subdivision of the library population in an academic environment. Librarians therefore as a matter of importance need to consider amassing skills to handle different types of library users.

In addition, many opportunities abound for all categories of staff to improve themselves and progress on their academic pursuit especially in this era of information technology. Job satisfaction ultimately occur when the institutions and university libraries make it mandatory for all staff to go for further studies to improve their skills through education, certification, counseling and workshop attendance, all staff will benefit from further education and they will remain up-to-date. Staff would be encouraged to put in more work during weekdays, weekends to ensure work at the office job is ongoing, and there are no lapses. Moreover, increased technology and emergent complexity of tasks have given rise to more virtual and interdisciplinary teams in the library as well as other occupations. Individuals can work online and not necessarily physically, creating the best time and environment to ensure task are successfully completed.

Institutions and library staff manuals include policies, procedures and rules that provide clear and unambiguous declaration for staff to be motivated, compensated and rewarded to progress in their careers.

Sinha (2020) opines that career mobility is one such critical activity that improves employee motivation and, as a result, institutional effectiveness. The goal of career mobility is to balance employees' goals with the firm's tasks, resulting in increased institutional efficiency. Career mobility is assessment for promotion, with the aim of improving people's lives. Dhanraj and Parumasur (2014) opine that career progression changes will be vital to permit structural revitalization and development in the future prospect of the employees. It is a capital resource pertinent for individuals to attain their professional goals and decrease the risk of employment loss. Onifade, Okoro and Boakey (2019) note that career progression has several implications for employees as well as organization. Career mobility is all about improving as one grows in the labour market, career or life. It leads to academic and professional achievement, which is a factor that is crucial and essential to boost the job satisfaction of employees (Bidwell, & Mollick, 2015; Alcover & Topa, 2018; Wen & Maani, 2019).

Methodology

The study adopted the survey research design. The collecting of data from a population of people through their responses to questions is known as survey design (Braun, Clarke, Boulton, Davey, & McEvoy, 2021). The study population includes all librarians in the public and private university libraries in South-west zones of Nigeria. Therefore, the study involves 407 respondents from 38 private university libraries and 18 public universities. The entire population of university librarians comprised the population of the study,

| Statements | VHL (%) | HL (%) | ML (%) | LL (%) | Mean | S.D | Average Mean |
|---|---------------|---------------|---------------|--------------|------|------|--------------|
| Professional Achievement | | | | | | | |
| Academic qualification attained in librarianship | 167 (45.8) | 130 (35.6) | 68 (18.6) | 0 (0) | 3.27 | 0.76 | 2.99 |
| Awards won for specific activities on the job | 75 (20.5) | 124 (34.0) | 120 (32.9) | 46 (12.6) | 2.62 | 0.95 | |
| Mentoring a co-worker at work | 103 (28.2) | 139 (38.1) | 88 (24.1) | 35 (9.6) | 2.85 | 0.94 | |
| Meeting job deadlines | 137 (37.5) | 195 (53.4) | 33 (9.0) | 0 (0) | 3.28 | 0.62 | |
| Staff promotion on the job. | 99 (27.1) | 177 (48.5) | 63 (17.3) | 26 (7.1) | 2.96 | 0.85 | |
| Personal Growth | | | | | | | |
| Present allowances/leave grant, travel allowance, etc. | 47 (12.9) | 127 (34.8) | 108 (29.6) | 83 (22.7) | 2.38 | 0.98 | 2.62 |
| Present salary relative to job responsibility. | 56 (15.3) | 152 (41.6) | 87 (23.8) | 70 (19.2) | 2.53 | 0.97 | |
| Present salary relative to my experience. | 47 (12.9) | 157 (43.0) | 105 (28.8) | 56 (15.3) | 2.53 | 0.90 | |
| Self-development on the job. | 123 (33.7) | 170 (46.6) | 69 (18.9) | 3 (0.8) | 3.13 | 0.74 | |
| Pension scheme/retirement benefits | 51 (14.0) | 155 (42.5) | 105 (28.8) | 54 (14.8) | 2.56 | 0.91 | |
| Grand Mean and S.D of Level of Job Satisfaction of Academic Librarians | | | | | | | 2.84 |

therefore, the study adopts a total enumeration method. This method is appropriate for this study because the population is relatively small, thus it will enable the researcher to have a study of the population with a high degree of accuracy because the data collected is not too large (Buelens, Burger & van den Brakel, 2018). The researcher distributed questionnaire to librarians in order to obtain comprehensive information about the population's characteristics, attitudes, perceptions, and actions. Regression analysis and ANOVA was employed to test the difference in the effects of independent variables on the dependent variables, this is due to its appropriateness for prediction

(Lumenlearning.com; McCombes, 2019; Nassaji, 2015).

Analysis and Result of the Study

Research Question: What is the level of job satisfaction of librarians in university libraries in Nigeria?

Table 1: Level of Job Satisfaction of Academic Librarians

N=365 (Source: Field Survey, 2021)

KEY: VHL = Very High Level, HL =High Level, ML = Moderate Level, LL =Low Level. *Decision Rule: if mean is ≤ 1.49 = Low Level; 1.5 to 2.49= Moderate Level; 2.5 to 3.49= High Level; 3.5 to 4= Very High Level.**

Table 1 reveals descriptive analysis of level of job satisfaction of university librarians in Nigeria universities. The result shows that the Grand Mean of level of job satisfaction of university librarians is $\bar{x} = 2.84$. This result implied that the level of job satisfaction of academic librarians is high in university libraries in Nigeria. The result indicates that the level of professional achievement is the highest with an Average of $\bar{x} = 2.99$. The result indicating the level of personal growth is also high with Average $\bar{x} = 2.62$. Professional achievement has the highest value, while personal growth has the lowest value in this cadre, implying that when librarians have attained more qualifications, they have more promotion as a result of improved qualification.

noted to be 8.173. The Adjusted R-Square is 0.153, this means that 15.3% of variation in professional identity can be explained in job satisfaction of academic librarians. The result also shows positive slope of $B = 0.377$. The result further shows that there is positive relationship between professional identity and job satisfaction of academic librarians with Beta = 0.394. This means that a unit increase in professional identity results to 39.4% increase in job satisfaction of academic librarians. However, the significant value of 0.000 is the calculated value and it is used to compare the t-tabulated value of 0.05 (5% standard value). Since $p = 0.000 < 0.05$, the null hypothesis is rejected. Therefore, the result concluded that professional identity significantly influences job satisfaction of academic librarians in Nigeria.

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 15.867 | 2.756 | | 5.758 | 0.000 |
| Career Mobility | 0.712 | 0.059 | 0.532 | 11.975 | 0.000 |
| a. Dependent Variable: Job Satisfaction | | | | | |
| R = 0.532, R Square = 0.283, Adjusted R Square = 0.281, F (1,363) = 143.398 | | | | | |

Ho1: Professional identity has no significant influence on job satisfaction of academic librarians in Nigeria.

Ho2: Career mobility has no significant influence on job satisfaction of academic librarians in Nigeria.

Table 2: Linear Regression Analysis of Influence of Professional Identity on Job Satisfaction of Academic Librarians.

Table 3 Linear Regression Analysis of Influence of Career Mobility on Job Satisfaction of Academic Librarians.

N=365 (Source: Field Survey, 2021)

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 18.282 | 3.724 | | 4.909 | 0.000 |
| Professional Identity | 0.377 | 0.046 | 0.394 | 8.173 | 0.000 |
| a. Dependent Variable: Job Satisfaction | | | | | |
| R = 0.394, R Square = 0.155, Adjusted R Square = 0.153, F (1,363) = 66.794 | | | | | |

N=365 (Source: Field Survey, 2021)

Table 3 indicate that career mobility significantly influences job satisfaction of academic librarians in Nigeria at $p = 0.000 < 0.05$. The result shows that the t-value is 11.975. The Adjusted R-Square is 0.281; this

Table 2 indicates that professional identity significantly influences the job satisfaction of academic librarians in Nigeria at $p = 0.000 < 0.05$. The result shows that the t-value is

means that 28.1% of variation in career mobility can be explained in job satisfaction of academic librarians. The result therefore shows a positive slope of ($B = 0.712$). The result further shows that there is positive relationship between career mobility and job satisfaction of academic librarians with ($\text{Beta} = 0.532$). This means that a unit increase in career mobility results to 53.2% increase in job satisfaction of academic librarians. However, the significant value of 0.000 is the calculated value and it is used to compare the t-tabulated value of 0.05 (5% standard value). Since $p = 0.000 < 0.05$, the null hypothesis is rejected. Therefore, the result concluded that career mobility significantly influences job satisfaction of academic librarians in Nigeria.

career mobility jointly account for only 31.7% change of variation of job satisfaction of academic librarians in Nigeria.

Discussion of Findings

The research question sought to find out the level of job satisfaction of academic librarians in Nigeria. The result shows that the Grand Mean of the level of job satisfaction of academic librarians is ($\bar{x} = 2.84$). The result shows that the level of job satisfaction of academic librarians is high in university libraries in Nigeria. This finding agrees with the results of Yaya (2019) study who reported that majority of academic librarians in public university were satisfied in their jobs due to inherent gratification of the profession and a sense of participation with the educational mission to their institutions.

Table 3: Hypotheses Testing Results

| | | | |
|-----------------|--|--|-----------------|
| H ₀₁ | Professional identity has no significant influence on job satisfaction of academic librarians in Nigeria | $R^2 = 0.155, F(1, 363) = 66.794, \beta = 0.394, t = 8.173, p < 0.05$ | Rejected |
| H ₀₂ | Career mobility has no significant relationship with the librarians' job satisfaction of academic librarians in Nigeria. | $R^2 = 0.283, F(1, 363) = 143.398, \beta = 0.532, t = 11.975, p < 0.05$ | Rejected |
| H ₀₃ | Professional identity and career mobility have no joint influence on the librarians' job satisfaction of academic librarians in Nigeria. | Adj. $R^2 = 0.317, F(2,362) = 85.289, \beta = 0.656, t = 13.817, p < 0.05$ | Rejected |

Table 3 reveal that professional identity and career mobility jointly significantly influences job satisfaction of academic librarians in Nigeria at $p = 0.000 < 0.05$. The table also shows that the analysis of variance (ANOVA) for the regression yielded an F-value of $F(2, 362) = 85.289$ at $P < 0.05$ level. This implies that the combined influence of the independent variables on the dependent variable was significant. This indicates that professional identity and career mobility have a significant combined influence on job satisfaction of academic librarians in Nigeria. Besides, the table also reveals a coefficient of multiple correlation $R = 0.566$, coefficient of $R^2 = 0.320$ and adjusted $R^2 = 0.317$. The model implies that professional identity and

Furthermore, the findings of this study agree with Hanif (2018) who conducted a research on the level of satisfaction of librarians with their jobs and reported that academic librarian are more satisfied with faculty status rather than administrative position. However, the findings reflect a general mutual agreement with Herzberg's theory that librarians understand that personal growth or development is key to job satisfaction.

Conclusion and Recommendation

The study was directed towards increasing the level of job satisfaction of university librarians. The research established that the indicators of professional identity and career mobility influence the job satisfaction of

librarians in Nigeria. The result indicates that the level of professional achievement is high; therefore, further training is embarked on and it is most valued because when university librarians increase their knowledge, skill and qualification, they have more satisfaction on the job. In addition, personal growth has the lowest value of the level of satisfaction, implying that though university librarians obtain more qualifications and are promoted as a result of increased qualifications, self-development is not adequate, because of lack of compensation and pension benefits. Library managers should deliberately find out what career development programmes are available and appropriate for library staff to participate in.

In academic libraries, library staff experience academic achievement based on their job performance, research, qualification and experience. While employers essentially understand how their hiring strategies and incentives are appropriate to employees' career paths and goals, employees are strategically supposed to chart a progressive plan for their lives. Workers need to know for how long and to what extent they want to stay as employees and when they need to move to start working in another firm or institution. This is the benefit of career mobility, it enhances employees making the right decision and moves to obtain satisfaction on their jobs (Lam, Ng, & Feldman, 2012).

Reference

- Adedigba, A. (2019). Completion of National library headquarter to gulp N50bn. *Premium Times*.
<https://www.premiumtimesng.com/news/top-news/311592-completion-of-national-library-headquarters-to-gulp-n50bn.html>
- Alcover, C. M., & Topa, G. (2018). Work characteristics, motivational orientations, psychological work ability and job mobility intentions of older workers. *PLoS ONE*, *13*(4), 1–25.
<https://doi.org/10.1371/journal.pone.0195973>
- Appleton, L. (2018). Training and development of librarians: why bother? <https://www.elsevier.com/connect/library-connect/training-and-development-for-librarians-why-bother>
- Aziri, B. (2011). Job satisfaction: A literature review. *Management research and practice*, *3*(4), 77-86.
https://www.researchgate.net/publication/222103547_Job_Satisfaction_A_Literature_Review
- Bidwell, M. J., & Mollick, E. R. (2015). Shifts and ladders: comparing the role of internal and external mobility in executive careers. *Ssrn*, *26*, 1629–1645.
<https://doi.org/10.2139/ssrn.2573874>
- Buelens, B., Burger, J., & van den Brakel, J. A. (2018). Comparing inference methods for non-probability samples. *International Statistical Review*, *86*(2), 322-343.
- Braun, V., Clarke, V., Boulton, E., Davey, L., & McEvoy, C. (2021). The online survey as a qualitative research tool. *International Journal of Social Research Methodology*, *24*(6), 641-654.
- Corcoran, M., & McGuinness, C. (2014). Keeping ahead of the curve: Academic librarians and continuing professional development in Ireland. *Library Management*.
- Dhanraj, D., & Parumasur, S. B. (2014). Perceptions of the impact of job rotation on employees, productivity, the organization and on job security. *Corporate Ownership & Control / Volume 11, Issue 4, 2014, Continued - 7*, *11*(4), 682–691.

- Fagbe, A. O., Amanze, R. C., Oladipo, S., Oyenuga, E., & Adetunji, O. O. (2015, August). The Role of Information Technology (IT) in the Academic Library. In *The 3rd School of Education and Humanities International Conference on the Future of Higher Education in Africa, Babcocks University* (pp. 24-26).
- Fernández-Salineró, S., García Collantes, Á., Rodríguez Cifuentes, F., & Topa, G. (2020). Is job involvement enough for achieving job satisfaction? The role of skills use and group identification. *International journal of environmental research and public health*, 17(12), 4193.
- Hyder, M., & Batool, S. H. (2013). Job satisfaction among public and private university/degree awarding institution librarians of Lahore: A comparative study. *Pakistan Journal of Library and Information Science*, 14(14), 16–25.
- Khan, A., Masrek, M. N., & Nadzar, F. M. (2015). Analysis of competencies, job satisfaction and organizational commitment as indicators of job performance: A conceptual framework. *Education for Information*, 31(3), 125–141. <https://doi.org/10.3233/EFI-150954>
- Lam, S. S. K., Ng, T. W. H., & Feldman, D. C. (2012). The relationship between external job mobility and salary attainment across career stages. *Journal of Vocational Behavior*, 80(1), 129–136.
- Ngelale, A. & Sanya, R. (2017). Nigeria's National library: intellectual sanctuary in ruins. Channels television. <https://www.channelstv.com/2017/11/06/nigerias-national-library-intellectual-sanctuary-in-ruins/>
- Onifade, F, Okoro, C. C. & Boakye, G. O. (2019). Career progression of librarians in Nigeria and Ghana Universities *Information Impact: Journal of information and knowledge management* 2018, Vol. 9 (3) Pg. 33-46 https://scihub.tw/10.4314/ijikm.v9i3.30493498_Career_Progression_of_Librarians_in_Nigeria_and_Ghana_Universities.
- Sewell, B. B., & Gilbert, C. (2015). What makes access services staff happy? A job satisfaction survey. *Journal of Access Services*, 12(3–4), 47–74. <https://doi.org/10.1080/15367967.2015.1061435>
- Sinha, R. (2020). Career development: an enabler for job satisfaction. In *Intech*. <http://www.intechopen.com/books/trends-in-telecommunications-technologies/gps-total-electron-content-tec-prediction-at-ionosphere-layer-over-the-equatorial-region%0AInTec>
- Sohail, M. (2019). Job Satisfaction among the library and information professionals in Fiji A Survey. *DESIDOC Journal of Library & Information Technology*, 39(1), 47–53. <https://doi.org/10.14429/djlit.39.1.13330>
- Somvir, S.K. & Kaushik, S. (2012). Job satisfaction among library professionals in Haryana State. *International Journal of Scientific and Research Publications*, 2 (5), 1 – 4. www.ijsrp.org/research_paper_may2012/ijsrp_may-2012-36.pdf.
- Umoh, E. B. (2017). Information and services provision by academic libraries in Nigeria. *International Journal of Academic Library and Information Science*, 5(5), 153-159.
- Weiner, S. A. (2016). Setting the stage for success: Developing an orientation program for academic library faculty. *Library Leadership & Management*, 30(1), 1–25.

<https://journals.tdl.org/llm/index.php/llm/article/viewFile/7128/6353>

- Wen, L., & Maani, S. A. (2019). Job mismatches and career mobility. *Applied Economics*, 51(10), 1010–1024.
<https://doi.org/10.1080/00036846.2018.1524569>
- Yaya, J. A., Opeke, R. O. & Onuoha, U. D. (2016). Job satisfaction as correlates of librarians' productivity in public university libraries in Nigeria. *Library Philosophy & Practice*
<https://digitalcommons.unl.edu/libphilprac/1418/>