

Work-Family Conflict, Job Satisfaction and Job Performance of Female Librarians in Nine Selected Federal Academic Libraries in South-West, Nigeria

Adekanye, Elizabeth A.¹ & Nduka, Stella C.²
University of Lagos Library, University of Lagos^{1,2}
tounadekanye@gmail.com¹, stellacnduka@gmail.com²

Abstract:

Purpose: The study was carried out to examine work-family conflict, job satisfaction and job performance of female librarians in nine selected federal academic libraries in South-West, Nigeria.

Design/Method/ Approach: Descriptive survey design using simple random sampling was adopted for the study. The institutions covered include the University of Lagos, University of Ibadan, Obafemi Awolowo University, Federal University of Agriculture (FUNAAB), Federal University of Technology, (FUTA), Yaba College of Technology, Federal University, Oye, Ekiti, Federal Polytechnic, Ile-Oluji and Federal Polytechnic, Ede. Ninety-three questionnaires were distributed to female librarians but sixty-seven (67) questionnaires were returned showing a response rate of 72%. Data collected were analyzed using descriptive statistical tools. Hypotheses formulated in the study were tested using Pearson Product Moment Coefficient and Regression analysis at 0.05 level of significance.

Findings: Results showed that work-family conflicts have low effect on job satisfaction and job performance of female librarians. The study also found that the overall score on job satisfaction (mean=2.92) indicated that female librarians are satisfied with their job. In addition, the study also showed that there is no significant relationship between work-family conflict and job satisfaction ($r=0.28$, $P>0.05$).

Implication: It was recommended that adequate consideration should be given to the development of guidelines in order to ensure that working hours does not affects the work-family of female librarians in Nigerian as well as provide supportive management policy in order to minimize the conflict between work and family.

Originality/Value: This study is virtually the first of its kind that addresses work-family conflict, job satisfaction and job performance of female librarians in Nigeria academic libraries.

Keywords: Work-family conflict, job satisfaction, job performance, female librarians, South-West, Nigeria.

Paper type: Empirical research

Introduction

Family life and work life are two important fields affecting one another. Societal changes due to female education, informed societies and information technologies over the past years have increased the high number of females into the workforce all over the world and as single income can no longer sustain the family. These changes however have led to the issue of work-family conflict (WFC) within the research pattern. The growing trend si multaneously increases a concern for female employees to achieve work-life balance as female assume more family responsibilities culturally. However, culture is accepting such changes in the workforce population, yet female cannot ignore their most important family role.

Nicole (2003) posit that work-family conflict has now become a general problem among employees and it is an unwanted condition which is affecting quite a number of other areas within and outside the family negatively, these include: an increase in prolong fatigue, high level of absenteeism at the work, and job satisfaction. He further revealed that work-family conflict sometimes leads to broken homes, and polygamy or an unexpected marriage and that work-family conflict is influenced by factors from both the work and home conditions. In addition Warner (2005) observed that the most common effects related with work-family conflict are higher cases of job and family distress, poor health outcomes, and decreased

job and life satisfaction. Furthermore, the role of work time planning in the improvement of such a conflict is remarkable such as working shifts, sudden transfer, frequent overtime, and change of working hours all increase the risk of conflict.

Work –Family Conflict (WFC) according to Aslam, Shumaila, Azhar and Sadaqat, (2011) refers to a inter role conflict occurring from work and family related. Research have revealed that work-family conflict (WFC) is a common occurrence among employees in organizations such as academic libraries (Huffmans, Payne & Castro, 2003; Darand; Burrel; Stetz and Castro, 2003; Centre for American Progress, 2010). This is because individuals identify themselves through social roles. Therefore, to most individual's, work and family roles are largely important and self-relevant life roles. Fub et al (2008) asserted that as demands and expectations within the family and work domains are not all the similar, conflict between family and work life can occur.

Consequently, Greenhaus (2010) opined that work-family conflict can occur due to the following: the time demands of one role interfere with participation in the other role; the stress originating in one role that over flows into the other role reducing from the quality of life in that role; behaviour that is effective and appropriate in one role but is ineffective and inappropriate when transferred to the other role. It should be noted that, conflict between work and family is bi-directional in nature, that is, work interfering with family and family interfering with work (Frone, Yardley & Markel, 1997; Greenhaus, 2010).

Studies also revealed certain factors within the environment that produce extensive work-family conflicts as:

- Pressures in the work environment: extensive, irregular, inflexible work hours extensive travelling, interpersonal conflict at home, career transitions, unsupportive superior or organization.
- Pressures in the family environment: presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members (Boyar et al, 2003; Payne & Castro, 2003).

However, Interpersonal and intrapersonal conflicts occur in balancing these roles and this finally results in conflict in work and family (Rathi and M, 2012). That is, a person is pleased with the job when the job enables a person to meet his or her family and personal commitments and which is refers as job satisfaction (Robbins, 2005). Brief (1998) affirmed that job satisfaction is an internal state that is expressed by affectively and/or cognitively evaluating an experienced job with some degree of favour or disfavour while Spector (1997) defines job satisfaction as an attitude that is related with the level to which people like or dislike their job, feel satisfied or not with their work performance.

In addition, negative attitude reflects a despicable level of job satisfaction and performance that will lead to absenteeism, turnover intent, and also low productivity and on the other hand, worker's commitment, loyalty and high productivity are results of positive attitude and high level of job satisfaction.

Objectives

The main objective of the study to examine whether work family conflict of females' librarians' affect their job satisfaction.

1. To find out the work-family conflict (WFC) experienced by female librarians
2. To examine the level of job satisfaction of female librarians
3. To determine what extent that (WFC) affect job satisfaction
4. To find out the level of job performance of female librarians

The following hypotheses guided the study:

1. There is no significant relationship between (WFC) and job satisfaction of female librarians
2. There is a significant relationship between (WFC) and job satisfaction of female librarians
3. There is no significant relationship between (WFC) and job performance of female librarians

Statement of the problem

In the literatures reviewed, it is observed that work life is affected by variables related to the family (number and age of children and support of the spouse) and at the same time, family life is affected by the requirements of work life. Studies conducted on work-family conflicts

indicate that relationships between family and work are mutual (Adams, King, and King 1996; Frone, Russell and Cooper, 1992). Work can disturb family life (Work-Family Conflict) and this conflicts lead to adverse results in work and family life and which will to a greater extent affect their job satisfaction. Female librarians combine academics work, and family responsibilities and they tend to experience pressure from these conflicting roles. Similarly, the relationships between job satisfaction and both work-family conflict and family-work conflict are more important in today's societies becoming efficient (Anafarta, 2011).

Though studies have explored and discussed the WFC and job satisfaction, there are still gaps to be bridged because to the researchers' knowledge no study has been carried out to examine work family conflict and job satisfaction, job performance of female librarians. Hence, this study aims to examine the effect of work-family conflict and job satisfaction and job performance among female librarians in nine selected federal academic libraries in South-West, Nigeria

Literature Review

Effect of Work-Family Conflict among Female Librarians

According to Ahmad, (2008) the increased participation of women in the job has contributed more to the study and interaction between work and family. The interface between work and family is consistently viewed as work family conflict (WFC) because these two domains share a similar life in individual that makes one involvement difficult because of the demand for the other one. Work and family conflict reflects individual incapability to make a balance between the demands of the work and family roles. Similarly, Aslam et al. (2011) enthused that WFC have implications for both employee and organization because work family conflict spill over creates disturbance in both domains (work and family) that eventually affect the performance of the employee and her job satisfaction in the library.

Consequently, managing the conflict between work and family obligations is an important issue because the demands of work and family pose critical challenges to individuals, researchers, and organizations (Olorunfemi, 2009). Similarly, Voydanoff (1988) avers that meeting the frequently mismatched demands of

work and family could create family-work conflict. Oredein and Alao (2010) conducted a study to examine the extent at which work-family conflict and job satisfaction could predict the labour turnover intentions among lecturers, Olabisi Onabanjo University, Nigeria, findings shows that there was a statistically significant ($p > 0.05$) influence of work-family conflict, and job satisfaction on labour turnover intentions among lecturers, Olabisi Onabanjo University, Nigeria.

Van Daalen, Willemsen and Sanders (2006) enthused that Work-to-family conflict (WFC) which is the interference between work and family life has become a common occurrence. As a result, the integration of work and family has become an important concern for dual career couples and as well as for their employers in the changing global business environment because the causes and consequences of interaction between these two areas are vital for both employees and their employers. WFC occurs when there is a discrepancy between real situation and people' expectation that will disturb and decrease their role's performance at work or family (Greenhaus et al., 2006). Furthermore, Trachtenberg et al. (2009) argued that WFC was a term used to illustrate the competition between one's professional role and one's personal and family life. Grandey and Cropanzano, (1999) avers that WFC is viewed as the outcome of resources being lost in the process of juggling both work and family roles.

Moreover, research conducted on work-family and family-work conflicts indicate that relationships between family and work are mutual (Adams, King, & King 1996; Frone, Russell and Cooper, 1992). Work can disturb family life (Work-Family Conflict) while family can impede work life (Family-Work Conflict). Both conflicts lead to adverse results in work and family life. For instance, while work-family conflict reduces the satisfaction with the marriage, family-work conflict reduces job satisfaction. Due to this, the employees are unable to efficiently meet demands of their both fields.

Nadeem and Abbas (2009) carried out a study to examine the impact of work-life conflict on job satisfaction of employees in Pakistan shows that the correlation of workload is positive and insignificant which show that workload does not affect the job satisfaction of the employees in Pakistan.

Anafarta (2011) studied relationship between work-family conflict, family-work conflict and job satisfaction using structural equation modeling among 226 health service staff (doctors and nurses) in Turkey. Findings revealed that there is a reciprocal relationship between work-family conflict and family-work conflict and also that work-family conflict has an influence on job satisfaction but family-work conflict does not affect job satisfaction.

Workplace environment is changing abruptly and constantly, causing organizational policies and practices to change which lead towards work and life conflict. Both job and family domains demand huge amount of time and energy from an employee for fulfillment of their respective roles efficiently and effectively. In addition to the increase changes in work and family domains, female librarians must face and adapt to the dual-role conflict. This is because work-family conflict can be a source of pressure which may hitherto cause setbacks with their health, work performance, and job satisfaction.

Job Satisfaction and performance of Female Librarians

According to Leysen and Boydston (2009) job satisfaction is basically how people feel about their jobs and different aspects of their jobs and it is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Ivancevich et al. (1997) argue that job satisfaction relates to employees' reaction and perception about their job responsibility and expectation regarding organization's feedback to what they have done. As consequence, employees' job satisfaction connects with the pleasure and contentment that they receive from their job and organization as well. Diaz-Serrano and Cabral Vieira (2005) defined the concept about job satisfaction as the overall feeling or emotional expression that would influence employees' decision to stay or to leave a job and move to another job more satisfying them (Gazioglu and Tansel, 2006).

Employees, who feel satisfied with their job, will have a good commitment and loyalty to the organization and on the other hand, intention to leave will increase as they are dissatisfied with their job. Kossek and Ozeki (1999) cited in Durand, Burrell, Stetz and Castro (2003) examined 32 studies and found work-family conflict to be negatively related to job satisfaction. In the same vein Crouter, (1984)

and Greenhaus and Beutell, (1985) cited in Durand et al (2003) claimed that work-family conflict is related to absenteeism, tardiness and turnover. All of these assertions hold implications for job performance. An employee cannot get a job done at work when absent neither can a delayed job corresponds to standards.

In a study conducted by Bamigboye, Buraimo and Ajani (2008) job Satisfaction and performance of academic librarians in Nigerian Universities in Southwest Nigeria revealed that the higher the education the more the job becomes satisfactory. The study also shows that the status of an academic librarian is greatly influences the kind of welfare package receives from the institutions could affect the job satisfaction of an academic librarian most especially the one with low status.

Similarly, Saka and Salman (2014) investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria, findings shows that there was a moderate level of job satisfaction among the library personnel and there was also a high level of job performance among the library personnel.

In addition, Sambo (2014) conducted a study to investigate job satisfaction among librarians' serving in Nigeria libraries, results shows that some librarians working in Nigeria libraries are highly satisfied with their nature of work, while some other librarians sampled were dissatisfied with supervision, benefits, promotion policy, salary structure, and management policy. In a study conducted by Onuoha et al (2014) on gender and job satisfaction of library staff in private universities in Ogun State, Nigeria revealed that gender have no significant influence on job satisfaction but the study identified that stringent working condition, lack of promotion and lack of job security as factors that was seen as major hindrances to job satisfaction.

Ghaji (2006) carried out a study investigate the levels of job satisfaction of female librarians in Nigeria using Herzberg's Hygiene/Motivator factors of job satisfaction. 176 female librarians from 35 libraries drawn from the six geographical zones of Nigeria were sampled. Findings shows that the female librarians were very satisfied with their achievement,

interpersonal relationships, recognition, growth/advancement, work itself, salary, personal life and job security. Kaya (1995) conducted a study job satisfaction of the librarians in the developing countries discovered that the job satisfaction of the librarians place an important part in the information society and this will affect the quality of the service they render the level of job satisfaction in developing countries is lower than that of developed countries.

Similarly, Tella, Ayeni and Popoola (2007) in their study on work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria recommended that the accomplishment of job satisfaction among library personnel should be through value clarification, personal problem solving as well as creative approaches such as insightful and intrinsic motivational approaches.

Mirfakhrai (1991) in a study to Correlates of Job Satisfaction among Academic Librarians in the United States reported that librarians in smaller libraries were more satisfied than those who worked in larger libraries. Moreover, Leysen and Boydston (2009) carried out a study to examine job satisfaction among academic cataloguer Librarians, result shows that eighty-eight percent of the cataloguer librarians were satisfied with their current job and would make the same career choice again. Similarly, Khan (2013) studied job satisfaction among librarians in the University of Khyber, Pakistan and findings

show that library professionals working in the institutions were slightly satisfied with the nature of their work.

Methodology

This study used a descriptive survey design using simple random sampling for the purpose of the work and a self-designed questionnaire was adopted. The questionnaire was administered through the help of some colleagues from the institutions. The target population of the study are female librarians in nine selected federal academic libraries in south-West, Nigeria. The sample of this study was 93 female librarians from the selected federal institutions. But 67 questionnaires were returned showing a response rate of 72 percent. Descriptive statistical tools of frequency counts, percentage and mean were used to describe participants' socio-demographic data, dependent and independent variables. For accuracy of result, Statistical Package for Social Sciences (SPSS version 22) was used to analyze the data.

Findings and Discussions

The demographic data on participants' type of institution, work experience, marital status, educational qualification and job position were analyzed using frequency and percentage. Frequency analysis of the participants by type of institution in figure 1 showed that majority of the respondents (22.2%) were from university of Ibadan, reason may be because University of Ibadan is the oldest library school in Nigeria.

Distribution of participants by type of institution

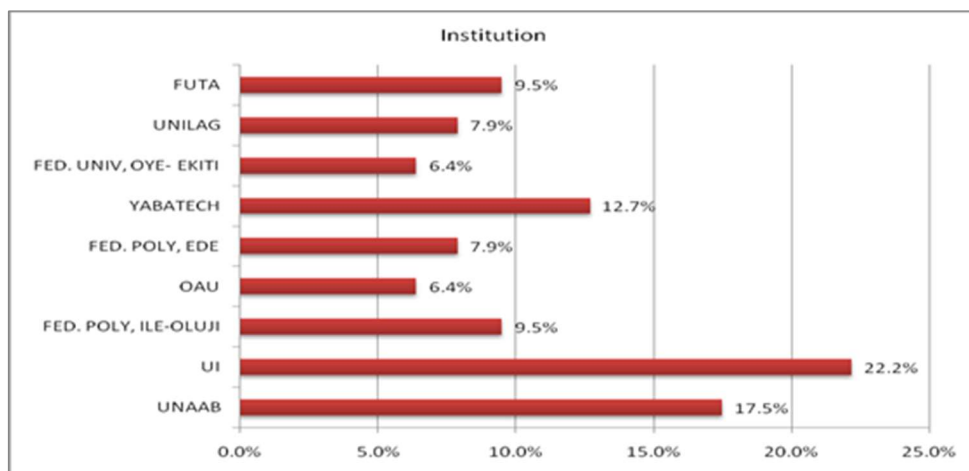


Figure 1: Distribution of participants by type of institution

Frequency analysis of the participants by work experience in Figure 2 below revealed that 21.0% respondents had work experience within

(1-5) years, 32.3% had work experience within (6-10) years, 16.1% had work experience within (11-15) years, 11.3% respondents had work

experience within 16-20 years, 12.9% had work experience within (21-25) years, and 4.8% had over 31 years of work experience. It could be

deduced from this figure that at least 79.0% of the participants had adequate work experience on the job.

Distribution of participants by work experience

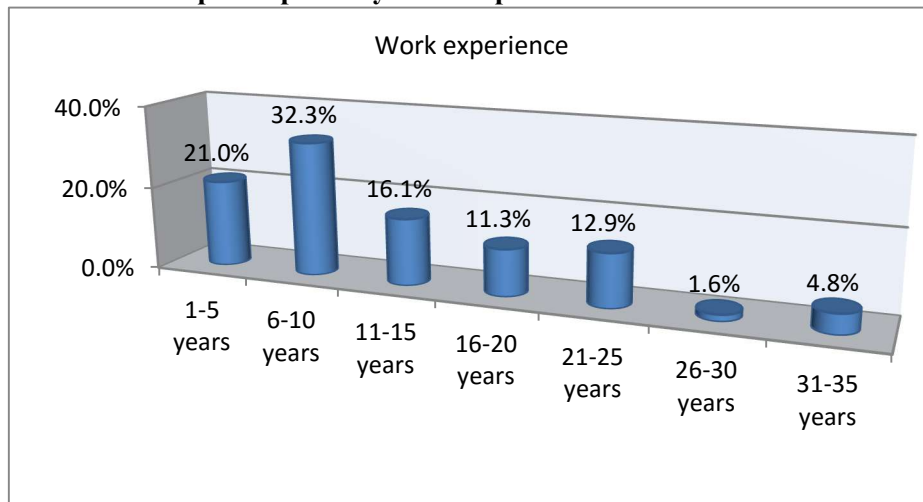


Figure 2: Distribution of participants by work experience

Distribution of respondents by marital status

Figure 3 reveals that a substantial number of female librarians in federal institutions in south-west Nigeria (8 in every 10) were married. This

is good for the study because of the marital experience and family conflicts experienced by the participants to guide the achievement of the research objectives.

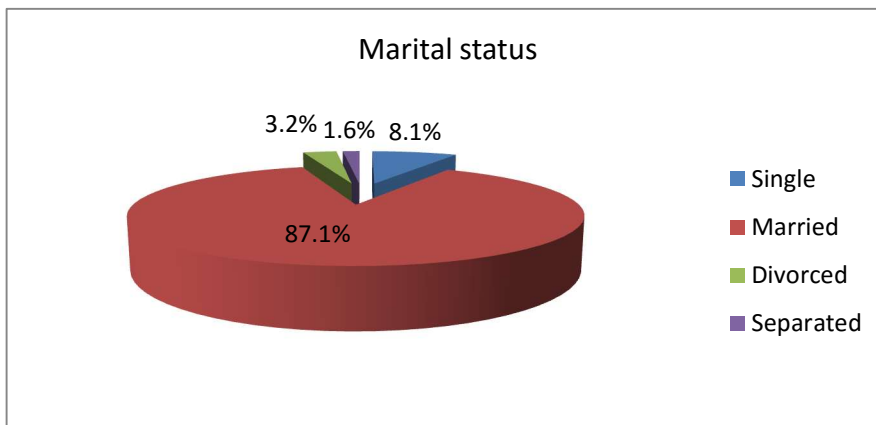


Figure 3: Distribution of participants by marital status

Distribution of participants by academic qualification

Figure 4 reveals that majority 55.9% of the female librarians in federal institutions in south-west Nigeria possessed qualifications in MLS, MLIS, MIRM followed by 23.7% who

possessed BLS/BLIS while 8.5% possessed PhD qualification.

The position and rank of the female librarians included the following: head of library section, Assistant librarian, chief librarian, deputy polytechnic librarian, deputy university librarian, university librarian and principal librarian.

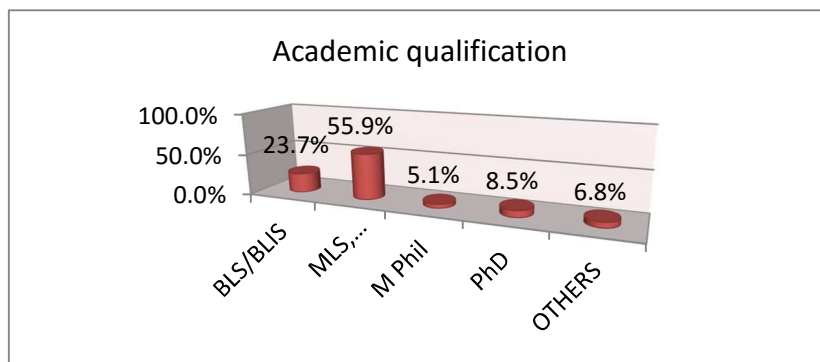


Figure 4: Distribution of participants by academic qualification

Table 1: Level of Work-Family Conflict Experienced by Female Librarians

Work Family Conflict	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean
1. The demands of my family interferes with work related activities	12 (17.9)	31 (46.3)	18 (26.9)	06 (9.0)	2.27
2. I have to put off doing things at work because of demands on my time at home	18 (26.9)	37 (55.2)	10 (14.9)	02 (3.0)	1.94
3. Things I want to do at work don't get done because of demands from family	24 (36.4)	34 (51.5)	08 (12.1)		1.76
4. My family interferes with my responsibilities at work such as getting to work on time	20 (29.9)	29 (43.3)	16 (23.9)	02 (3.0)	2.00
5. Family related strains interferes with my ability to perform	18 (26.9)	39 (58.2)	09 (13.4)	01 (1.5)	1.90
6. Family related problems hinder me from publishing as at when required for promotion	18 (26.9)	38 (56.7)	11 (16.4)		1.90
7. Family demands often make me to be absent from work	29 (43.3)	29 (43.3)	07 (10.5)	02 (3.0)	1.73
8. Family related strains interferes with my relationship with co-workers	26 (38.8)	32 (47.8)	09 (13.)		1.75
9. My family demands do not permit me to get involved in activities outside the library but that are within the library	24 (35.8)	30 (44.8)	12 (17.9)	01 (1.5)	1.85
10. My home life interferes with my responsibilities at accomplishing daily tasks and overcoming overtime	22 (32.8)	36 (53.7)	08 (11.9)	1 (1.5)	1.82
Total					1.89

In order to describe female librarians' level of agreement on work-family conflict, the following data shown in Table 1 were collected. Extent of agreement or disagreement were measured on a 4 point Likert scale of 1-4 where 4 = Strongly Agree, 3= Agree, 2= Disagree and 1= Strongly Disagree. For decision making, 2.5 were used as the hypothetical cut-off point. Any research item in which the respondents score a mean of 2.5 and above is regarded as being significantly related to the study. Mean cut-off between 1.0-1.49 signifies 'Strongly Disagree', mean cut-off within 1.5-2.49 signifies 'Agree', mean cut-off within 2.5-3.49 signifies 'Agree', and mean cut-off within 3.5-4.0 signifies 'Strongly Agree'.

It could be seen from Table 1 that all the 67 female librarians sampled claimed to exhibit some levels of disagreement on the research items on work family conflicts. This is based on the fact that greater proportion (in terms of the cut-off mean of 2.5) of the participants disagreed to the observed variables of work conflict (items 1-10). The overall score on work family conflict (mean = 1.89) indicates that female librarians strongly disagreed on the overall items measuring work family conflicts. Therefore, all these suggested that the level of work-family conflict experienced by female librarians is to a very extent low. That is, low work-family conflicts experienced by female librarians are likely to be as a result of systems put in place by the participants to remove obstacles which are likely to interfere with their jobs.

Table 2: Level of Job Satisfaction of Female Librarians

	General working condition	Not satisfied at all	Not satisfied	Satisfied	Very Satisfied	Mean	Decision
11.	Hours worked each day	3(4.5)	48 (72.7)		15(22.7)	3.18	Satisfied
12.	Flexibility in scheduling	1 (1.5)	4(6.2)	50(76.9)	10(15.4)	3.06	Satisfied
14.	Location of work	1(1.5)	7(10.6)	39(59.1)	19(28.8)	3.15	Satisfied
15.	Amount of paid vacation time/sick leave offered	7(11.3)	22(35.5)	28(42.5)	5(8.1)	2.50	Satisfied
	Sub total					2.98	Satisfied
	Pay and promotional potential						
16.	Salary	6(9.1)	25(37.9)	30(45.5)	5(7.6)	2.52	Satisfied
17.	Opportunities for promotion	3(4.5)	13(19.7)	47(71.2)	3(4.5)	2.76	Satisfied
18.	Benefits (Health insurance, pension, etc)	4(6.1)	15(22.7)	39(59.1)	8(12.1)	2.77	Satisfied
19.	Job security	2(3.0)	9(13.6)	47(71.2)	8(12.1)	2.92	Satisfied
20.	Recognition for work accomplished	2(3.1)	18(27.7)	42(64.6)	3(4.6)	2.71	Satisfied
	Sub total					2.73	Satisfied
	Work relationship						
21.	Relationship with your co-workers		1(1.5)	46(69.7)	19(28.8)	3.27	Satisfied
22.	Relationship with your supervisors	1(1.5)	8(13.6)	39(59.1)	17(25.8)	3.09	Satisfied
23.	Relationship with your subordinates		2(3.1)	43(66.2)	20(30.8)	3.28	Satisfied
	Sub total					3.21	Satisfied
	Use of skills and abilities						
24.	opportunities to utilize your skills	4(6.1)	11(16.7)	38(57.6)	13(19.7)	2.91	Satisfied
25.	Opportunities to learn new skills	4(6.1)	14(21.2)	32(48.5)	16(24.2)	2.91	Satisfied
26.	Support for additional training and education	4(6.1)	20(30.3)	33(50.0)	9(13.6)	2.71	Satisfied
	Sub total					2.84	Satisfied
	Work activities						
27.	Variety of job responsibilities	4(6.1)	8(12.1)	48(72.7)	6(9.1)	2.85	Satisfied
28.	Degree of independence associated with your work roles	2(3.1)	11(17.2)	45(70.3)	6(9.4)	2.86	Satisfied
29.	Adequate opportunity for periodic changes in duties	4(6.2)	14(21.5)	40(61.5)	7(10.8)	2.77	Satisfied
	Sub total					2.83	Satisfied
	Total					2.92	Satisfied

It could be seen from Table 2 that all the 67 female librarians sampled claimed to exhibit some levels of satisfaction on the research items. This is based on the fact that greater proportions (in terms of the cut-off mean of 2.5) of the participants were satisfied with the observed and latent variables of job satisfaction. The overall score on job satisfaction (mean = 2.92) indicates that female librarians are satisfied with their job. Therefore, it shows that the level of job

satisfaction experienced by female librarians is to very extent high. The findings of this study is in agreement with Ghaji (2006) who studied the levels of job satisfaction of female librarians in Nigerian using Herzberg's Hygiene/Motivator factor of job satisfaction among 176 female librarians from 35 libraries drawn from the six geographical zones in Nigeria shows that female librarians were very satisfied with their work.

Table 3: Level of Job Performance of Female Librarians

	Level of job performance of female librarians	Excellent	Very Good	Good	Poor	Mean	Decision
14.	Ability to perform library routine	25 (38.5)	27 (41.5)	11 (16.9)	2 (3.1)	3.15	Good
15.	Performing work schedule on time	20 (30.8)	33 (50.8)	10 (15.4)	2 (3.1)	3.09	Good
16.	The chance to work alone on the job	15 (24.2)	28 (45.2)	16 (25.8)	3 (4.8)	2.89	Good
17.	Ability to work with minimum supervision	22 (33.8)	31 (47.7)	12 (18.5)		3.15	Good
18.	Working to the best of my ability	26 (40.0)	25 (38.5)	13 (20.0)	1 (1.5)	3.17	Good
19.	Effective use of resources	20 (30.8)	31 (47.7)	11 (16.9)	3 (4.6)	3.05	Good
20.	Demonstration of professionalism and integrity	29 (44.6)	22 (33.8)	12 (18.5)	2 (3.1)	3.20	Good
21.	Meeting clients' needs with courtesy and respect	29 (44.6)	25 (38.5)	10 (15.4)	1 (1.5)	3.26	Good
22.	Working with clear instruction and objectives	21 (32.3)	32 (49.2)	11 (16.9)	1 (1.5)	3.12	Good
23.	Adequate training on the job	11 (16.9)	29 (44.6)	20 (30.8)	5 (7.7)	2.71	Good
24.	Ability to make right decisions	11 (17.2)	38 (59.4)	12 (18.8)	3 (4.7)	2.89	Good
25.	Ability to work with co-workers	30 (31.3)	33 (51.6)	10 (15.4)	1 (1.6)	3.12	Good
26.	Identify problems and proffer solutions	16 (24.6)	34 (52.3)	12 (18.5)	3 (4.6)	2.97	Good
27.	Deal appropriately with sensitive information	14 (21.5)	33 (50.8)	15 (23.1)	3 (4.6)	2.89	Good
28.	Respond appropriately to feedback on job performance	14 (21.5)	33 (50.8)	15 (23.1)	3 (4.6)	2.89	Good
29.	Skills in the use of information technology	19 (29.2)	28 (43.1)	17 (26.2)	1 (1.5)	3.00	Good
	Total					3.03	Good

Table 3 showed that all the 67 female librarians sampled claimed to exhibit high level of job performance on the research items. This is based on the fact that greater proportions (in terms of the cut-off mean of 2.5) of the participants recorded high scores on the job performance items. Therefore, all these suggest that the level of job performance of female librarians is to a very extent high. This finding correspond with

those of Bamigboye, Buraimo and Ajani (2008) and Saka and Salman (2014)

Test of hypotheses

Hypotheses

1. There is no significant relationship between work family conflict and job satisfaction of female librarians.

Table 4: Relationship between work family conflict and job satisfaction of female librarians

Variables	Mean	Std. Dev.	N	r-calculated	Sig. (p) Value	Remark	Decision
Work family conflict	18.88	5.31	67	0.028	0.821	Not Significant	H ₀ is accepted
Job satisfaction	51.80	7.90					

$df = 65$ $p = 0.821 > 0.05$, $r\text{-calc.} = 0.028$; $r\text{-critical} = 0.214$; $r\text{-calculated} < r\text{-critical}$

Numerical evidences from Table 4 shows the r-calculated (0.028) is less than the r-critical (0.214) at 0.05 level of significance. Therefore,

the null hypothesis which states that there is no significant relationship between work family

conflict and job satisfaction of female librarians is accepted.

2. There is no significant relationship between job performance and job satisfaction of female librarians.

Table 5: Relationship between job performance and job satisfaction of female librarians

Variables	Mean	Std. Dev.	N	r-calculated	Sig. (p) Value	Remark	Decision
Job performance	48.34	9.48	67	0.534	0.000	Not Significant	H ₀ is rejected
Job Satisfaction	51.80	7.90					

d.f = 65 p = 0.000 < 0.05, r- calc. = 0.534; r-critical = 0.214; r- calculated > r- critical

Pearson correlation of Table 5 shows that the r-calculated (0.534) is greater than the r-critical (0.214) at 0.05 level of significance. Therefore, the null hypothesis which states that there is no significant relationship between job performance and job satisfaction of female librarians is

rejected. This means that as overall job satisfaction increases, the performance of female librarians in the work place increases.

3. There is no significant relationship between job performance and work family conflict of female librarians

Table 6: Relationship between job performance and work family conflict of female librarians

Variables	Mean	Std. Dev.	N	r-calculated	Sig. (p) Value	Remark	Decision
Job performance	48.34	9.48	67	-0.061	0.631	Not Significant	H ₀ is accepted
Work family conflict	18.88	5.31					

d.f = 65 p = 0.631 > 0.05, r- calc. = -0.061; r-critical = 0.214; r- calculated < r- critical

Pearson correlation coefficient of Table 6 shows that the r-calculated (-0.061) is less than the r-critical (0.214) at 0.05 level of significance. Therefore, the null hypothesis which states that there is no significant relationship between job performance and work family conflict of female librarians is accepted.

the fact that lack of job satisfaction will hinder the progress of any organization in this present era.

Recommendations

The study recommended that adequate consideration should be given to the development of guidelines in order to ensure that working hours does not affects the work-family of female librarians in Nigerian

Conclusion

The above presentations and discussion have shown very clearly and explicitly that work-family conflicts have low effect on job satisfaction and job performance of female librarians in South-West, Nigerian. This is as result that the female librarians sampled were able to balance challenges faced with work and family issues. Furthermore, the study found out that there is no significant relationship between work family conflict and job satisfaction of female librarians which means that work family conflict is not connected to job satisfaction of female librarians. However, the null hypothesis which states that there is no significant relationship between job performance and job satisfaction of female librarians is negative which shows that as overall job satisfaction increases, the performance of female librarians in the work place increases.

A supportive management policy is necessary to minimize the conflict between work and family. Government and Library management should realize the importance of work –family relationship and the effect it has on job satisfaction and they are require to introduce appropriate policies in this area. The need for such policy is required to take care of work-family conflicts.

Library management should give attention on improving the working conditions of female librarians and library personnel as a whole. Tella et al (2007) posit that on-the-job training of library personnel on how to cope with the integration of information technology into library practices are very essential.

Subsequently, it is hoped that this study will have a special importance for every organization and university library is not an exception due to

Library management should investigate female librarians’ job dissatisfaction and performance by finding means to increase staff independence while on the job and Library management or

administrator might allow the staff to make decisions and choices without restraint.

Consequently, Female Librarians and library personnel should eagerly invest on themselves and take responsibility for managing their profession with support from their parent institutions.

References

- Adams, C.A.; King, L.A. and King D.W. (1996). Relationships of job and family involvement, family social support and work family conflict with job and life satisfaction. *Journal of Applied Psychology*, 81 (4) 414-420
- Ahmad, A. (2010). Work-family conflicts among junior physicians: Its mediating role in the relationship between role overloaded and emotional exhaustion. *Journal of Social Sciences*, 6 (2) 265-271
- Ahmad, A. (2008). Job, family and individual factors as predictors of work-family conflicts. *Journal of Resources and Adult Learning*, 4 (1)
- Aluko, Y. (2009). Work-family-conflict and coping strategies adopted by women in academia. *Gender and Behaviour*, 7 (1) 2096-2142
- Anafarta, (2011). The Relationship between Work-Family Conflict and Job Satisfaction: A Structural Equation Modelling (SEM) Approach. *International Journal of Business and Management*. 6 (4) 168- 177
- Aslam,R.; Shumaila, S.; Azhar, M. and Shana, S. (2011). Work-family-conflicts: relationship between work-life and employee retention: a comparative study of public and private sector employees.” *Interdisciplinary Journal of Research in Business*, 1:18-29
- Bamigboye, O.B., Buraimo, O.K., and Ajani, F.A. (2008). Job satisfaction and performance of academic librarians in Nigeria Universities in South-West, Nigeria. *International Journal of Information and Communication Technology (ICT)*. 5 (2) 91-100
- Boyer.S.L.; Maertzi, C.P., Pearson, A.W. and Keough, S. (2003). Work-family-conflict domain variables and turnover intentions. *Journal of Managerial Issues*, 15 (2) 175-190
- Brief, A.P. (1998). Attitudes in and around organization. Thousand Oaks: California Sage
- Crouter, A.C. (1984). Spillover from family to work: The neglected side of the work-family interface. *Human Relation*, 37 (6) 425-442
- Diaz-Serrano, L. and Cabral Viera, J. A. (2005). Low pay, higher pay and job satisfaction within the European Union empirical evidence from fourteen countries, IZA, Discussion Papers No 1558, Institute for the Study of Labour. Retrieved January 14, 2017 from <http://ideas-repec.org/izadps/dp1558.html>
- Durand, D.B., Burrell, L., Stetz, M. and Castro, C.A. (2003). Work-family conflicts issues for soldiers and families. Department of Psychiatry and Behavior Science, Walter Reed Army Institutes of Research. Retrieved January 14, 2017 from <http://www.dfic.mil/dacowts/briefings/wfc.pdf>
- Frone, M.R., Yardley, J.K. and Markkel, K.S. (1997). Antecedents and outcomes of work-family-conflict: testing a model of the work –family interface. *Journal of Applied Psychology*, 77 (1) 65-78
- Frone, M.R.; Yardley, J.K. and Markkel, K.S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of Vocational Behavior*, 50. 145-167
- Fub, I., Nubling, M., Hans-Martin, Schwappach, D., and Rieger, M. (2008). Working condition and work-family conflicts in German Hospitals Physicians: Psychosocial and organizational predictors and consequences. *BMC Public Health*
- Gazioglu, S. and Tansel, A. (2006). Job satisfaction in Britain Municipal and job related factors. *Applied Economics*, Vol. 38, 1163-1171
- Ghaji, B. (2006). Factors affecting the level of job satisfaction of female librarians in Nigerian: A test of Herzerg’s Hygiene motivator factors. *Samaru Journal of Information Science*, 6 (1-2)
- Grandey, A.A. and Cropanzano, R. (1999). The conservation of resources model applied to work-family-conflict and strain. *Journal of Vocational Behavior*, 54 (2) 350-370
- Greenhau, J. and Powell, (2006). When work and family are allies: A theory of work-family-enrichment. *Academy of Management Review*, 31 (1) 72-92
- Greenhaus, J.H. and Bentell, N.J. (1985). Sources of conflicts between work and family roles. *Academy of Management Review*, 10, 76-88
- Huffman, A.H.; Payne, S.C. and Castro, C.A. (2003). Time demands, work-family-conflict and turnover: A comparison of men and women. Poster presented at the 17th annual convention of the society for industrial and organizational psychology, Orland, FL
- Korabik, K., McElwan, A., and Chappell, D. Lero, and D. Whitehead (Eds). (2008). Handbook of work and family integration: Research, theory and best practices. San Diego, CA: Elsevier. 215-232

- Ivancevich, J., Orleans, M. and Matterson, M. (1997). *Organizational behavior and management*. Sydney: Irwin.
- Kaya, E. (1995). Job satisfaction of the librarians in the developed countries, 61st IFLA General Conference.
- Khan, A. and Ahmed (2013). Job satisfaction among librarians in the University of Khyber, Pakhtunkhwa, Pakistan: A survey. *Library Philosophy and Practice*. Retrieved February 15, 2017 from <http://digitalcommons.unl.edu/ubphilprac/906>
- Kossek, E.E., and Ozeki, C. (1999). Work-family conflicts, policies and job satisfaction relationship: A review and direction for organizational behaviour: human resources. *Journal of Applied Psychology*, 83 (2) 139-148
- Leysen, J.M. and Boydston, M.K. (2009). Job Satisfaction among Academic Cataloguer Librarians. *College and Research Libraries*, 273-298
- Nadeem, M.S. and Abbas, Q. (2009). The Impact of Work Life Conflict on Job Satisfactions of Employees in Pakistan. *International Journal of Business and Management*. 4 (5) 63-83
- Mirfakhrai, H.M. (1991) Correlates of Job Satisfaction among Academic Librarians in the United States. *Journal of Library Administration* 14(1) 128
- Nicole, E.A. (2003). The difficulty of leaving work inside the prison walls: An explanatory analysis of female correlational officer identity. Presented at the annual meeting of the American Society of Criminology, Chicago, IL.
- Olorunfemi, D.Y. (2009). Family-work conflicts information use and social competence: a case study of married post graduate students in the Faculty of Education University of Ibadan, Nigeria. *Library Philosophy and Practice*
- Oredein, A.O and Alao, F.T. (2010). Work-family conflicts and labour turnover intention among the State University lecturers, Monograph, Ago-Iwoye, Olabisi Onabanjo University. Retrieved November 7, 2016 from <http://www.saspjournal.com/sajahass>
- Powell, G.N. and Greenhaus, J.N. (2010). Sex gender and decisions at the family. *Work Interface Journal of Management*, 36 (4) 1011-1039
- Rath, N. and Barath, M. (2013). Work-family conflicts and job and family satisfaction, moderating effect of social among police personnel: equality and diversity and inclusion. *International Journal of Economics*, 32 (9) 438-454. Retrieved November 7, 2016 from <http://www.dx.doi.org/10.1108/EDI-10-2012-0092>
- Saka, K.A. and Salami, A.A. (2014). An assessment of the level of job motivation and satisfaction as predictors of job performance of library personnel in Nigerian Universities. *Journal of Balkan Libraries Unions*, 2 (2) 26-33
- Sambo, A. S. (2014). A survey of job satisfaction among librarians in Nigerian libraries. *Information Impact*, 5 (1)
- Samuel, T.D., Onuoha, U.D., and Ojo, J.A. (2014). Job satisfaction and organizational commitment: A study of personnel in private university in Ogun State, Nigeria. *Open Access Journal* 1, 687
- Spector, P.E. (1997). *Job satisfaction: application assessment, cause and consequences*. Thousand Oaks, CA: Sage Publication.
- Tella, A.; Ayeni, C.O. and Popola, S.O. (2007). Work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library Philosophy and Practice*. Retrieved January 16, 2017 from <http://www.webpages.Unidaho.edu/mbolim/tella.2.htm>
- The Three faces of work-family-conflict (2010). Retrieved November 18, 2016 from <https://www.americanprogress.org/...2010/01/the-three-faces-of-work-family-conflict>
- Trachtenberg, V.J.; Anderson, S. and Sabatell, R. (2009). Work home conflict and domestic violence: A test of a conceptual model." *Journal of Family Violence*, 24 (7) 471-483
- Voydanoff, P. (1985). Work role characteristics, family, structure demand and work-family-conflict. *Journal of Managerial and Family*, 50:749-762
- Warner, A. (2005). Why we should care about work-family-conflicts causes and consequences"? *Human Resources Professional Association*, Retrieved January 16, 2017 from <http://www.omconsult.com>