The general purpose of the study is reward system variables and job satisfaction of librarians in academic libraries in Imo State. The survey research design was used for the study using questionnaire as the instrument for data collection. The study covers the entire population of One hundred and seven (107) librarians in academic libraries in Imo State. One hundred and five (105) copies of the questionnaire were completed and returned for analysis representing 98.1%. The findings showed that when the rate of compensation improves or increases positively, the rate of librarians’ satisfaction increases in direct proportion. Again, as the rate of welfare benefit increases the rate of satisfaction and job commitment increases. The study recommended that compensation should be given to workers both in direct and indirect forms, integrating the two into a package that will encourage the achievement of an organization’s goal. Welfare services should be formulated and implemented in order to encourage workers. The academic libraries should set in motion strategies to address child welfare package to library employees. Prompt payment of salary and salary increment as when due should be given a priority in any organization.

Key Words: Reward System, Job Satisfaction, Librarians, Academic Libraries, Imo State, Nigeria

INTRODUCTION

Over the years, a considerable amount of literature has been developed, which seeks to improve understanding in reward system and the extent to which they can influence the levels of employees’ commitment, motivation and eventually, job satisfaction. According to Lawal (2015), reward system is one of the most widely researched subjects in the field of management and organizational behaviour, yet it remains one of the less understood topics.

However, in present days, among manager’s tasks is to create an environment which motivates people to perform satisfactorily so that they can foster the organization’s growth. In a wider context, there is an increased emphasis on people as a key source of competitive advantage, often being regarded as the key differentiator between organizations and many managers try to comprehend the complexities of motivating people at work and provide them with job satisfaction so that they can gain employee commitment. For those reasons, increased emphasis is given to financial and non-financial rewards from both managers and academics. Reward system is primarily viewed as pay-offs for performance. The effective type of reward incorporates both the extrinsic and intrinsic aspects. Extrinsic reward for extrinsic motivation comes in the nature of recognition, as in promotion and money for performance. The most common forms are salary, overtime pay, and merit pay.

*Corresponding Author: Magnus C. Unegbu, Senior Librarian, Alvan Ikoku Federal College of Education, Owerri, Imo State, Nigeria. Email: callongoff@yahoo.com
Tel: 08036661229. Co-Authors Email: 1zefrancos@yahoo.co.uk Tel: 08039202091; 3chimanworie@yahoo.com; Tel: 08037319003; 4ozoeze2@gmail.com Tel: 08038937173
For Sharma and Sadana (2014) intrinsic reward imparts motivation through job challenges and enjoyment of job activities. Intrinsic rewards include diversity of activities, participation in the decision-making process, greater job discretion and more challenging tasks (Njoku, 2013). Offer of rewards, as techniques positively influencing effectiveness in an organization, is aimed at attracting and retaining qualified employees who will provide the type of services expected by the public (Achumba, 2014). Brendford (2015) opines that salary is a major component of extrinsic motivation since in a social-economic system; it is difficult to find anyone who is not concerned when his life style is deteriorating, because his salary increases are not keeping pace with inflation. The desirable reward system should be so constructed as to encourage employees to stay on the job and perform to progress. Employees tend to compare what they get from their job with what they must put into it. They also compare their income and productivity with those of co-workers. The inevitable outcome of this comparison process, according to Njoku (2013), is that individuals will see their salary as either equal or unequal to those of their fellow employees, with the resulting satisfaction or dissatisfaction on the job.

According to Bernardin (2016), when the staff is dissatisfied, ineffectiveness may result in the organization. Fringe benefits, which include medical and insurance benefits and festivity bonuses are not real motivators, but are properly considered as maintenance factors, since they, like house benefits, are made available to all employees. In support of the above view, Arnoff (2015) opines that two classes of workers operate in a work situation-the maintenance and the growth seekers. This implies that the maintenance seeker will find satisfaction in the maintenance or hygiene factors (dissatisfiers), and the growth seekers will find satisfaction in motivation factors (satisfiers).

In the light of the foregoing, this study therefore, seeks to investigate reward system variables and job satisfaction of librarians in academic libraries in Imo State, Nigeria.

**Research Questions**

i. What is the relationship between compensation and job satisfaction of librarians in academic libraries in Imo State, Nigeria?

ii. What is the relationship between benefits and job satisfaction of librarians in academic libraries in Imo State, Nigeria?

iii. What is the relationship between salary and job satisfaction of librarians in academic libraries in Imo State, Nigeria?

**LITERATURE REVIEW**

Compensation as it were is a complex topic that has significant impact on organizational success and for any organization to succeed, it must not look up to capital investment but to its employees as the fundamental source of improvement with the understanding that human element and the organization are synonymous (Dessler, 2015). According to Cascio (2013) the objective of the design of compensation programme is divided into two, which are direct and indirect forms of compensation. Direct compensation has to do with wage and/or salary aspect while indirect compensation is the fringe, benefits a worker enjoys as a result of working in an organization. Integrating the two into a package that will encourage the achievement of an organization’s goal is what compensation is still all about.

In the words of McNamara (2016), compensation includes issues regarding wage and or salary programmes and structures accruing from job descriptions, and merit-based programmes, bonus-based programmes commission based programmes. Gomez-Mejia, Balkin and Cardy (2016) view employee compensation as comprising of basic pay and fringe benefits. Base pay or cash pay is the direct pay provided by employers for work performed and these include salary, overtime pay, shift allowance, uniform allowances and pay contingent on performance like merit awards, incentive pay, bonuses and gain sharing while fringe compensating include required programmes such as social security, health benefits, pension plans, paid time off, tuition reimbursement and foreign service premium. Bernardin (2016) asserts that skill based pay also pose some risks in the area of employee paying higher compensation that are not offset by organization’s productivity. Employee benefits, though a part of total compensation embrace non monetary form of compensation ranging from health care plans to pension or retirement plans, social security, insurance, family and medical leave. Cascio (2013) views compensation to include severance pay, payments for time not worked (vacations, sabbatical, holidays), those injured on the job, foreign service premiums, child care, tuition reimbursement and on campus accommodation. Other emerging trends in employee compensation embrace flexibility or what is known as cafeteria approach to reward. This allows an employee to choose from array of compensations in lieu of pay (Tervel and Gregory, 2013). They further state that an employee who is a bachelor may choose money in lieu of child care. By and large employee compensation is the ultimate in any organization whether monetary or non-monetary and it matters a lot to individual workers.

Benefits have grown in size, importance and variety. In developed countries, employee benefits packages have become an important part of the total organizational expenses. Employee benefits average 40% of the total organizational packages (Decenzo and Robbins, 2016). The United States Chamber of Commerce (2008) concludes that benefit is one of the greatest challenges in business today in attracting and retaining quality employees. Smith (2014) concludes that as the
competition increases for employees with the skills and knowledge that most institutions need, many organizations rely on their benefit packages to give them the leading edge. It is pertinent therefore that present day human resource specialists are well informed about various benefits available, so that they can adequately manage recruitment and employment. Many institutions typically offer a wide range of benefits to their employees and other benefits such as retirement plans, medical care, sick and annual leave, sabbatical, study leave, maternity leave, pension benefit, sponsorship to conferences and workshops, leave bonuses and on campus accommodation which are referred to as organizational supported benefits. Some institutions supported benefits have monetary value while some have no financial impact (Bernadin, 2016). Benabou and Tirole (2013) in their study on intrinsic and extrinsic motivation found that job satisfaction is strongly correlated with benefits and there is a direct and positive association between benefit and job satisfaction. The reliance of the positive correlation between benefit and job satisfaction is on perceived justice by employees. Benefit satisfaction and satisfaction related to job security both are most significant categories of job satisfaction for ascertaining give-ups regarding future, whereas satisfaction with regard to benefits is not a major factor (Moen and Asa, 2015).

According to Oetinger (2016), dissatisfaction in regard to benefits is strongly influenced by the purposes for give-up as compared to dissatisfaction regarding workload or pay by employing data of cross-sectional nature. Edgar and Geare (2017) view benefit of employee as element of remuneration given in addition to the various forms of cash pay such as annual holidays, sick leave and insurance cover. It deals with the level of reward taking into account, market stance that is internal rates of pay and compare with market rates: achieving equal pay, the approach to total reward; transparency of rewards that is the publication information on reward structures and processes of employees. Fajana (2017) asserts that cost, equity, motivational and job satisfaction objectives are all important. The author further stated that benefits are usually unique and an important part of the employee reward. Salary defines the different levels of pay for jobs or groups by reference of their relative internal value as determined by job evaluation to external relatives as established by market rate surveys and sometimes to negotiate rates of jobs (Armstrong, 2016). To Chiu Luk and Tang (2016), the greatest benefits for employees are their psychological needs or non-financial incentives provided at their workplace. Weiss (2012) in his studies demonstrating job satisfaction: separating evaluations, beliefs and affective experiences found that payment of salary affects job satisfaction. Employees expect a certain level of salary for their organizational contribution and salary constitutes a quantitative measure of an employee’s worth. According to Jirjahn (2016), job satisfaction level is less for employees who receive less amount of salary whereas higher amount receiving employees have high level of satisfaction. Clark (2013) investigated the longitudinal effect of salary in employees’ job satisfaction in Egypt and the result shows that there is no significant effect of salary on job satisfaction. Jones and Sloane (2017) in their study on low pay, higher pay and job satisfaction in Wales found that the level of salary is a secondary variable that cannot stand alone and its influence may be limited when the work quality is unsatisfactory. This study supported Brown, Gardner, Oswald and Qian (2017) in their own study using 16266 employees who work in more than 800 institutions to determine the factors of happiness at work. The results indicated that the level of salary minimally influenced job satisfaction.

Shields and Ward (2013) in their study on improving nurses retention in the National Health Service in England found that salary raise can only influence jobs with low level income but not the high level ones and in some cases raise might have negative effect on job satisfaction. Therefore, there might be some evidence to suggest that the relationship is not linear but rather curve linear one. Bender and Heywood (2016) in their study on job satisfaction among highly educated found that university professors who receive high income in comparison with other jobs have low job satisfaction because they think that Ph.D holders who work in industry earn more than they. Such comparison may affect job satisfaction because of the feelings of injustice. In another study by Clarke, Oswald and Warr (2013) on the relationship between age and salary and job satisfaction found that there is a direct correlation between job satisfaction and salary after controlling the age variable. This means that job satisfaction for salary increases with age due to the low financial responsibilities with the growth of age. This suggests that education has a negative impact on job satisfaction because education is associated with higher expectations. Such a person may be dissatisfied with performing the routine tasks required of most jobs even though his/her salary may be higher than younger employees. Such studies may indicate that salary does not influence job satisfaction directly.

Al-zoubi (2008) in his study on generating benchmarking indicators for employee job satisfaction indicates that job satisfaction depends on income relative to a comparison or reference level but not the salary amount. This suggests that even if the salary of the employee is high compared with the level of salaries in the organization he works in, he will feel dissatisfied if he believe that others in other institutions who have similar qualifications and specifications take a higher salary amount than they do.

**METHODOLOGY**

The descriptive survey research design was used for this study using questionnaire as an instrument for data collection. The questionnaire was titled Reward System Variables and Job Satisfaction of Librarians in Academic Libraries in Imo State, Nigeria.
and Job Satisfaction of Librarians Questionnaire (RSJSLOQ). The population of the study is 107 librarians in academic libraries in Imo State. This instrument was administered to the 107 librarians in academic libraries in Imo States. No sample size was drawn from the population. This is because the population of the study is small and accessible. The census method was used to ensure that opinions of all the librarians in academic libraries in Imo States were captured for the study.

**ANALYSIS**

A total of one hundred and seven (107) copies of the questionnaires were distributed to librarians in academic libraries in Imo State. Out of these, one hundred and five (105) copies representing 98.1% were duly completed and returned for analysis.

**Research Question 1:** What is the relationship between compensation and job satisfaction of librarians?

<table>
<thead>
<tr>
<th>S/N</th>
<th>Compensation and Job Satisfaction</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>X Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Does not build my confidence in handling tasks assigned to me at work</td>
<td>12</td>
<td>8</td>
<td>72</td>
<td>12</td>
<td>2.2</td>
</tr>
<tr>
<td>B</td>
<td>Makes me more confident in service delivery</td>
<td>47</td>
<td>28</td>
<td>17</td>
<td>13</td>
<td>3.0</td>
</tr>
<tr>
<td>C</td>
<td>Makes me find my job challenging</td>
<td>48</td>
<td>28</td>
<td>14</td>
<td>15</td>
<td>3.0</td>
</tr>
<tr>
<td>D</td>
<td>I am not satisfied with my job because of non-monetary compensation at work</td>
<td>7</td>
<td>6</td>
<td>53</td>
<td>39</td>
<td>1.8</td>
</tr>
<tr>
<td>E</td>
<td>I am not satisfied with my job due to poor compensation</td>
<td>45</td>
<td>38</td>
<td>18</td>
<td>4</td>
<td>3.2</td>
</tr>
</tbody>
</table>

**Significant Mean Value** 2.6

Table 1 reveals that compensation as a means of encouraging job satisfaction of librarians relates to them in three main areas where the mean values are up to significant mean value of 2.6. The relationship is because compensation makes librarians more confident in-service delivery (X = 3.0), makes them find their job challenging (X = 3.0) and poor compensation does not encourage job satisfaction (X = 3.2). On the contrary, compensation does not build their confidence in handing tasks assigned to them at work; they are not satisfied due to non-monetary compensation at work. These two have mean values less than the significant mean value of 2.6. However, the significant mean value of 2.6 indicates a positive response; hence it could be inferred from the analysis that there is a relationship between compensation and job satisfaction of librarians.

**Research Question 2:** What is the relationship between benefits and job satisfaction of librarians?

<table>
<thead>
<tr>
<th>S/N</th>
<th>Benefits and Job Satisfaction</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>The welfare allowances paid in the job does not encourage hard work and job satisfaction.</td>
<td>74</td>
<td>25</td>
<td>4</td>
<td>2</td>
<td>3.6</td>
</tr>
<tr>
<td>B</td>
<td>I am not satisfied with my job owning to poor welfare service.</td>
<td>65</td>
<td>27</td>
<td>7</td>
<td>6</td>
<td>3.4</td>
</tr>
<tr>
<td>C</td>
<td>Inadequate welfare services give me satisfaction</td>
<td>12</td>
<td>8</td>
<td>48</td>
<td>37</td>
<td>2.0</td>
</tr>
<tr>
<td>D</td>
<td>What I receive as welfare allowance makes me work hard</td>
<td>6</td>
<td>4</td>
<td>43</td>
<td>47</td>
<td>1.6</td>
</tr>
<tr>
<td>E</td>
<td>I am satisfied with my job owing to good staff health and welfare services</td>
<td>64</td>
<td>37</td>
<td>3</td>
<td>2</td>
<td>3.6</td>
</tr>
</tbody>
</table>

**Significant Mean Value** 2.8

Table 2 reveals that benefits as a means of encouraging job satisfaction of librarians in academic libraries in Imo State relates to them in three main areas where the mean values are up to the significant mean value of 2.8. The relationship is because welfare allowances paid in the job does not encourage hard work and job satisfaction (X = 3.6), librarians are not satisfied owing to poor welfare service (X = 3.4) and librarians are satisfied with their job owing to good staff health and welfare service. On the contrary inadequate benefits do not give them satisfaction on the job and does not also make them work hard on the job. These two have mean values less than the significant mean value of 2.8. Hence, it could be seen from the analysis that there is a relationship between benefits and job satisfaction of librarians.

**Research Question 3:** What is the relationship between salary and job satisfaction of librarians?

<table>
<thead>
<tr>
<th>S/N</th>
<th>Salary and Job Satisfaction</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>X Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>What I receive as my salary does not encourage me to work</td>
<td>33</td>
<td>35</td>
<td>24</td>
<td>13</td>
<td>2.8</td>
</tr>
<tr>
<td>B</td>
<td>My level of performance affects what I receive as my salary</td>
<td>4</td>
<td>2</td>
<td>61</td>
<td>38</td>
<td>1.7</td>
</tr>
<tr>
<td>C</td>
<td>What I receive as my salary encourages me to work hard</td>
<td>7</td>
<td>5</td>
<td>45</td>
<td>48</td>
<td>1.7</td>
</tr>
<tr>
<td>D</td>
<td>I am satisfied with my job because I am paid regularly</td>
<td>47</td>
<td>43</td>
<td>6</td>
<td>4</td>
<td>3.2</td>
</tr>
<tr>
<td>E</td>
<td>I am not satisfied with my job because of nonpayment of salary arrears</td>
<td>35</td>
<td>29</td>
<td>24</td>
<td>17</td>
<td>2.8</td>
</tr>
</tbody>
</table>

**Significant Mean Value** 2.8
Analysis as shown on Table 3 indicates that the relationship between salary and job satisfaction of librarians based on the significant mean value of 2.8 in three main aspects. These are that what they receive does not encourage hard work \( (X = 2.8) \), they are satisfied with the job because they are paid regularly \( (X = 3.2) \) and that they are not satisfied with their job because of non-payment of salary arrears \( (X = 2.8) \). The other two reasons namely, that the level of performance affects what they receive as salary and what they receive as salary does not encourage hard work are not related to job satisfaction of librarians because their mean values are less than the significant mean value of 2.8. Finally, the significant mean value of 2.8 indicates a positive response, hence there is a relationship between salary and job satisfaction of librarians.

**FINDINGS**

Evidence from Table 1 showed that there is a significant relationship between compensation and job satisfaction of librarians. This can be seen from table 1 that compensation makes librarians more confident in service delivery and also find their job more challenging. Librarians are not satisfied with their job owing to poor compensation.

Dessler (2015) in his report stated that compensation has significant impact on organizational success and for any organization to succeed, it must not look up to capital investment but to its employees as the fundamental source of improvement with the understanding that human element and the organization are synonymous. Again Gomez-Mejia, Balkin and Cardy (2016) report that employee compensation as comprising of base pay and fringe benefits. Compensation is the ultimate in any organization whether monetary or non-monetary and it matters a lot to individual workers.

To ascertain this, Table 2 revealed that benefit has a significant relationship with job satisfaction of librarians. Table 2 revealed a positive response by the respondents that welfare allowances paid in the job do not encourage hard work and job satisfaction. Librarians are not satisfied with their job owing to poor child welfare service. Fajana (2017) benefits are significant part of the total employee reward and that cost, equity, motivational and job satisfaction objectives are all important. Therefore, welfare has great influence on the employee when they want to join any organization. Oetinger (2016), in his own report, dissatisfaction in regard to benefits is strongly influenced by the purpose for give-up as compared to dissatisfaction regarding workload or pay by employing data of cross-sectional nature. To Chiu, Luk and Tang (2016), the greatest benefits for employees are their psychological needs or non-financial incentives provided at their workplace.

The result of data analysis on Table 3 showed a positive response that salary is a determinant factor on job satisfaction. This can be seen from Table 3 that what librarians receive as their salary does not encourage them to work hard. Librarians are satisfied because they are paid regularly. Jirjahn (2016) in his study reports that job satisfaction level is less for employees who receive less amount of salary whereas higher amount receiving employees have higher levels of satisfaction. Jones and Sloane (2007) in their study on low pay, higher pay and job satisfaction in Wales found that the level of salary is a secondary variable that cannot stand alone and its influence may be limited when the work quality is unsatisfactory.

This study is supported by Brown, Gardner, Oswald and Qian (2017) in their own study using 16266 employees who work in more than 800 institutions to determine the factors of happiness at work. The results indicated that the level of salary minimally influence job satisfaction. Bender and Heywood (2016) in their own study on job satisfaction on highly educated found that university professors who receive high income in comparison with other jobs have low job satisfaction because they think that Ph.D holders who work in industry earn more than they. Such comparison may affect job satisfaction because of the feelings of injustice.

This results contradict Shields and Ward (2013) in their study on improving nurses retention in the national health service in England found that salary raise can only influence jobs with low level income but not the high level ones and in some cases raise might have negative effect on job satisfaction. Therefore, there might be some evidence to suggest that the relationship is not linear but it rather curve linear.

**CONCLUSION AND RECOMMENDATION**

When the rate of compensation improves or increases positively, the rate of librarians’ satisfaction increases in direct proportion. As the rate of welfare benefit increases the rate of satisfaction and job commitment increases. The rate of salary improves in direct proportion, the rate of satisfaction increases. Compensation should be given to workers both in direct and indirect forms, integrating the two into a package that will encourage the achievement of an organization’s goal. Welfare services should be formulated and implemented in order to encourage workers. The academic libraries should set in motion strategies to address child welfare package to library employees. Prompt payment of salary and salary increment as when due should be given a priority in any organization.
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