

IMPACT OF MOTIVATIONAL FACTORS ON LIBRARIANS' JOB SATISFACTION IN SELECTED ACADEMIC LIBRARIES OF NORTH-EAST, NIGERIA

Madaki Mohammed ALI

University of Maiduguri, Borno State, Nigeria

Bukola AGBOOLA

Federal University Gashua, Yobe State, Nigeria

Umar ABBA

University of Maiduguri, Borno State, Nigeria

Abstract

This study examines the impact of motivational factors on librarians' job satisfaction in academic libraries. It is guided by one (1) research question and two (2) hypotheses. The study aimed to determine the level of job satisfaction among librarians in academic libraries, impact of career advancement opportunity and impact of good working condition of services as motivational factors on librarians' job satisfaction in academic libraries. Survey research design was used. The target population was 332 library staff. Total population sampling technique was employed for the study. Questionnaire was the main instrument used for data collection. Three hundred and thirty two (332) copies of questionnaire were administered to librarians' in the selected Academic libraries, and response rate of 319 (96%) recorded which was used for data analysis. Data were analyzed using descriptive statistics of frequency counts and percentages displayed in tables; while ANOVA was used to test the null hypotheses. The findings revealed that there was high level of job satisfaction among librarians in the selected Academic Libraries in North-East, Nigeria. There was significant impact of career advancement on librarian's job satisfaction and finally, there was significant impact of good working condition of services on librarian's job satisfaction in academic libraries. Based on the findings some recommendations were made for improvement; the federal government should improve the level of career advancement and good working conditions so as to increase job satisfaction and performance in academic libraries.

Keys: Impact, Motivational Factors, Librarians, Job Satisfaction and Academic Libraries

Introduction

Libraries, regardless of their types and sizes are seen as centers for the provision and utilization of quality print and non-print information resources. They remain the hubs of information resources without which, the transmission of information and knowledge will not be complete. Libraries occupy important place in the advancement of national integrity and protection of cultural heritage. The academic library, being the library attached to colleges, polytechnics and universities are organised institutions headed by librarian set up with outlined objectives in line with that of the parent institution that need to be achieved by both the employees (the staff) and academic library management team. The library management is saddled with the responsibility to discover the inherent potentials in each library staff and apply all the needed strategy to ensure these potentials are harnessed as the only way to achieve productivity in the library (Segun, 2015) and pare the way for job satisfaction.

Job satisfaction is the absence of pain, oppressiveness and intolerance and also indeed enjoyment of work. Job satisfaction is one of the most enduring elusive constructs used in the study of industrial relations. Studies about it are based on emotional response of employees associated with some socio-cultural, organizational and personal factors variables such as promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work, working condition and social status. Statistically, discrimination within the job and different job related factors like pay promotion, working condition, social status security, recognition and the rest are major determinant that determines satisfaction as a whole. In the case of their job satisfaction, it is important because the result of the relationship between psychological factors and work outcome of individuals are the most significant motivational aspects of the human life (Khan & Ahmed, 2013).

In a related dimension, motivational factors are the engine that influence the primary objective of any institution positively when applied correctly and negatively when applied incorrectly. This can only be seen when the overall job performance of the entire staff is enhanced or otherwise. The desire for an institution to achieve the optimal levels of productivity through librarians must be attached with managerial support to address the challenges of motivational factors. Today librarians have been affected by various motivational factors like struggle for academic status and the privileges that go with academic status (lack of full faculty status that will enable librarians advance their career, aspire and attain the highest position of the vice chancellor) (Kumar & Jayaraman, 2013).

Career advancement opportunity involves acquiring skills and knowledge. It also enables one to be aware of new possibilities and empowered by gaining new skills and upgrading their old skills and having continuous access to information resources, materials and equipment. Library staff training and development is a crucial element in ensuring positive user experiences within libraries. A staff component consistently exposed to relevant training and development interventions should not be under estimated. Seminars are very important as a means of breaking daily routine. When stucked in a work routine, motivation is not only lost, the work becomes monotonous. Attending seminars broadens staff horizons and give them better market perspectives (Tefera, 2016).

Furthermore, good working condition also implies working environment with conducive furniture, facilities, equipment and all those things that impact library staff during their active service. A working environment is a place where people work together for achieving organization objectives. It means systems, processes, structures and tools and all those things that interact with employees and affect their performance in positive ways. It can also be viewed as the location where a task is completed. When studying place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace such as a construction site or office building. It typically involves other factors relating to the place of employment such as the quality of the air, noise level and additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking (Awan & Tahir, 2015). Therefore, for these objectives to be visible, motivational factors should be considered as pivotal to staff's job satisfaction in the libraries. However, it appears academic librarians in most libraries are confronted with challenges such as discrimination in allocation of fringe benefits, promotion opportunity, inadequate carrier advancement opportunity, and good working environments. In view of these, the researcher tend to investigated the influence of motivational factors on librarians' job satisfaction in federal university libraries, North East, Nigeria.

Statement of the Problem

Motivational factors are the engine that influence the primary objective of any institution either positive or negative and this can only be seen if the overall job performance of the entire staff is enhanced or not. In most institutional library, the input of librarians can never be downcast. Therefore, the desire for an institution to achieve the optimal levels of productivity through librarians must be attached with managerial support to address the challenges of motivational factors. Preliminary observation by the researcher in Ramat Library University of Maiduguri, Federal University Gashua Library and Federal University Kashere

Library revealed that library staff are not too satisfied with their job. Could it be due to poor motivational factors from the management such as failure to approve study leave, and un-conducive environment which could likely undermine library staff members' job satisfaction to deliver effectively in Academic Libraries or could it be due to other motivational factors. To find out more about investigation, this study is designed to investigate the impact of motivational factors on librarians' job satisfaction in selected academic libraries of North-East, Nigeria.

Research Question

The following research questions guided the study:

1. What is the level of job satisfaction among librarians in academic libraries

Research Hypotheses

The following null hypotheses were tested:

- H₀₁:** There is no significant difference in career advancement on librarian's job satisfaction in academic libraries in the selected libraries in North-East, Nigeria
- H₀₂:** There is no significant impact of good working condition of services on librarian's job satisfaction in academic libraries

Literature Review

Khan and Ahmed (2013) studied the job satisfaction of library professionals serving in public sector universities of Khyber Pakhtunkhwa, Pakistan. The result shows that although library professionals working in these institutions were slightly satisfied with their nature of work, they were dissatisfied with supervision, benefits, promotion. Revision of service structure, promotion policies, improvement in academic qualification and advance training were suggested by the researchers. Somvir and Sudha (2012) in their study explore those factors which are related in a high manner to job satisfaction among library workers. Data were collected from a sample of 100 library professionals from private engineering and management colleges in Haryana state. The data analyses indicated that job satisfaction among library professionals is not related to their sex, the type of library in which they worked, or their vocational needs, but it is related to the characteristics of their job environments. Hart (2010) clearly identified the challenges faced by library leadership and librarians in the long run such as personal development and growth, shortage of staff, promotion and respondents and their efforts. Findings showed dissatisfaction of respondents in the context of frustration with insufficient resources and meager payment.

Study conducted by Okuonghae (2018) on user delinquency as a factor affecting effective service delivery in university libraries in Ekiti and Ondo State,

Nigeria revealed that, survey research design was used for the study. Questionnaire and interview were the instruments employed for the study. Simple random sampling was used in ascertaining the target population of the study. The findings reveals that lack of career advancement such as furthering educational level affect effective service delivery in academic library. The employee performance depends on various factors, but most important factor of employee performance depends on the numerous training he/she attends. According to Masum, Azad and Beh (2015) social, organizational and physical factors are impetus for task and activity which consequently impact the performance of workers'. The productivity of employees is determined excessively by the environment in which they work. The utmost significant empirical evidence which indicates the deteriorating working conditions of an organization has to do with the truncated job satisfaction rate (Raziq & Maulabakhsh, 2015). Similarly working environment also impacts on job satisfaction as studied by Bakotic and Babic (2013) that employees prefer to work in working environment that is less risky. Similarly office design also impacts on performance environmental factors are source of motivation by employees as pointed out by (Abid & Tara 2013).

Methodology

Survey research design was adopted for the study because it was quantitative. The target population comprises of three hundred and thirty two (332) librarians of the three libraries studied which are; Ramat Library University of Maiduguri, Federal University Gashua Library and Federal University Kashere Library. Total population sampling technique was employed to ascertain the target respondents. According to Etikan, Musa and Alkassim (2016) total population sampling is a technique where the entire population that meet the criteria (e.g. specific skill set, experience, etc.) are included in the research. Total population sampling is more commonly used where the number of cases being investigated is relatively small and manageable. Questionnaire was the main instrument used for data collection. Data collected were analyzed using descriptive statistics of frequency counts, percentages displayed in tables, while inferential statistics of one-way ANOVA was used to test the null hypotheses at 0.5 level of significance.

Data Analysis and Interpretation

The response rate indicated that three hundred and thirty two (332) copies of questionnaire were administered to the respondents and the response rate recorded was three hundred and nineteen (319) representing 96%. All were adequately filled and found usable for analysis. While, 13 copies of the questionnaire were not returned representing 4%, as non-response rate. The

response rate of 319 (96%) was therefore considered to be adequate enough for data analysis.

Research Question One:

1. What is the level of job satisfaction among librarians in academic libraries?

Answer to this question is presented in table 4.1 below:

Table 4.1: Level of Job Satisfaction among Librarians in Academic Libraries

S/N	Items	N	HL		ML		LL		ZL		Remark
			F	P(%)	F	P(%)	F	P(%)	F	P(%)	
1	To what level does job security improve your job satisfaction	319	82	26(%)	115	36(%)	122	38(%)	0	0(%)	Low Level
2	To what level does promotion improve your job satisfaction		90	28(%)	229	72(%)	0	0(%)	0	0(%)	Moderate Level
3	To what level does salary improve your job satisfaction		25	8(%)	153	48(%)	141	44(%)	0	0(%)	Moderate Level
4	To what level does career advancement contribute to your job satisfaction		94	29(%)	91	29(%)	131	41(%)	3	1(%)	Low Level

		High Level (HL)		Moderate Level (ML)		Low Level (LL)		Zero Level (ZL)		
n										
5	To what level does good working condition improve your job satisfaction	42	13(%)	71	22(%)	202	63(%)	4	1(%)	Low Level
Total		333		659		596		7		Moderate Level
Average		6.7	21(7%)	13.2	41(26%)	11.9	37(63%)	1	0(0%)	

Keys: High Level (HL), Moderate Level (ML), Low Level (LL), and Zero Level (ZL)

Table 4.1 shows that promotion improve job satisfaction among librarians in selected Universities in North-East, Nigeria with 229(72%) followed by salary with 153(48%) while security improve job satisfaction with 122(38%), career advancement by 131(41%), good working condition improve job satisfaction with 202(63%) respondents indicated low level. This implies that, out of 319 respondents, majority with 132(41%) respondents indicated moderate level, followed by 119(37%) respondents who indicated low level and 67(21%) respondents indicated high level, while 1(0%) respondents indicated zero level. Therefore, the level of job satisfaction among librarians in Academic Libraries revealed moderate level by majority of the respondents.

Table 4.2: Shows the ANOVA for Impact of Career Advancement as Motivational Factors on Librarians' Job Satisfaction in Academic Libraries

Option	Sum of Squares	df	X ²	F	Sig.
Between Groups	5.21	2	2.47	21.31	0.00
Within Groups	26.04	230	0.13		
Total	31.25	232			

From Table 4.2, it can be seen that the ANOVA results gave: F=21.31, df=2 and sig. =0.00=p. Since p is less than 0.05 the difference noted is significant. So the hypothesis which stated that there is no significant difference in career

advancement on librarian's job satisfaction in academic libraries in the selected libraries in North-East, Nigeria is rejected.

Table 4.3: Shows the ANOVA for Impact of Good Working Condition as Motivational Factors on Librarians' Job Satisfaction in Academic Libraries

Option	Sum of Squares	df	X ²	F	Sig.
Between Groups	17.52	2	8.21	28.24	0.00
Within Groups	62.41	230	0.29		
Total	79.93	232			

From Table 4.3, it can be seen that the ANOVA results gave: $F=28.24$, $df=2$ and $sig. =0.00=p$. Since p is less than 0.05 the difference noted is significant. So the hypothesis which stated that there is no significant impact of good working condition of services on librarian's job satisfaction in academic libraries is rejected.

Summary of Findings

Based on the analysis, the findings of the study are presented as follows:

1. The level of job satisfaction among librarians in Academic Libraries revealed that staff were satisfied to moderate level
2. There is significant difference in career advancement on librarian's job satisfaction in academic libraries in the selected libraries in North-East, Nigeria
3. Similarly, there is significant difference in good working condition of services on librarian's job satisfaction in academic libraries in the selected libraries in North-East, Nigeria.

Discussion of Findings

Findings revealed that the level of job satisfaction among librarians in Academic Libraries reported that staff were satisfied with their job to moderate level. Similarly, level to which promotion and salary payment improve their job satisfaction indicated moderate level. While, level to which job security, career advancement and good working condition improve their job satisfaction indicated low level. This findings agreed with Bamgbose and Ladipo (2017) on influence of motivation on academic library employees' performance and productivity in Lagos which reported that, most of the motivational parameters have greatly influenced the performance of employees in the selected academic libraries in Lagos State. For instance, majority of the respondents, 194 (72.6%) affirmed that job security have influenced their performance to a great extent with a mean score of 4.22. Also, no less than 192 (71.9%) of the respondents agreed that relationship

with colleagues have greatly influenced their performance in the workplace; while about 195 (73.3%) of the respondents believed that staff appraisal has also influenced them greatly. It was also discovered that only 46 (17.2%) of the respondents believed that wages and salary only had moderate influence on their performance while 7 (2.6%), which formed the least of the respondents indicated that job security never had any influence on their performance.

The result revealed that, there is significant difference in career advancement on librarian's job satisfaction in academic libraries in the selected libraries in North-East, Nigeria. This result disagreed with the study conducted by Tefera (2016) on the impact of training and development on worker performance and productivity in public sector organizations indicates that training has not offered any opportunity for personal development. As many as 77 out of 80 respondents said 'No' to the question. Furthermore respondents' opinion of training effect on employee performance clearly reveals that as many as 62 out of 80 respondents do not link their performance to training. In addition to the 10 who are not sure of any link, it can be concluded that a total of 72 out of 80 respondents do have the opinion that training had no effect on their performance. In their study on job satisfaction and career commitment of university librarians in Nigeria, Adio and Popoola (2010) reported that, job satisfaction has significant influence on career commitment of librarians. They suggested that, librarians in Nigerian universities should be trained in modern theory and practice of job satisfaction for them to be highly committed to their career because they lacked training in their chosen profession.

The result revealed that, there is significant difference in good working condition of services on librarian's job satisfaction in academic libraries. This study agreed with Senyah (2013) on motivation and productivity in academic libraries of Kwame Nkrumah University of Science and Technology which revealed that, library assistants were adequately motivated through participative communication and good working condition on regular basis when missing facilities are properly channel to their supervisors. The study concluded that timely promotion, recognition of experience and on the job training should be given serious attention in order to improve the existing motivational level of the library assistants.

Conclusion

The study concluded that career advancement such as forwarding of education, seminar, training and approval of study leave without favoritism need to be improved and enhance to high extent as they are integral part of the activities that promote and enhance job satisfaction among librarians in academic libraries. Favoritism in approval of study leave will demoralize, create

dissatisfaction and hatred among librarians in university communities. Librarians should be encourage to attend conferences so as to improve, promote and advance their career practically. The study finally concluded that, majority of the office of librarians under study were not conducive enough due to lack of air-conditioner, quality furniture, constant power supply and these has brought about job dissatisfaction in the libraries.

Recommendations

Based on the findings of the study, the following recommendations were made for improvement:

1. The federal government should improve the level of job security, salary payment, promotion, career advancement and good working condition to high level so that librarians' would be satisfied with their current job
2. The university management should approve study leave without favoritism and sponsor conference attendance so as to promote and enhance career advancement of librarians to further sustain their job satisfaction
3. The federal government in collaboration with university management should improve in the provision of quality air-conditioner and furniture so as to booster good working condition to librarians in university libraries.

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