

**Full Length Research**

# Factors Affecting Librarians Job Satisfaction in Federal University of Agriculture Makurdi Library

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Accepted 27 November 2016

This study investigated the job satisfaction factors affecting the job satisfaction of librarians in Federal University of Agriculture Makurdi libraries. Job satisfaction is an important concept that can affect labor market behavior as it has a great influence on job-related behaviors such as productivity, work effort, absenteeism, turnover rates, and employee relations. The study adopted the survey research design. The population was made up of 90 librarians in Federal University of Agriculture Makurdi libraries. Sampling was enumeration as all members of the population were given the opportunity to participate. A questionnaire was used for data collection and was analyzed using percentages, standard deviation, and mean. Among other factors identified, it was shown that job security, satisfactory relationship with my supervisor, satisfactory interaction with colleagues and satisfactory interaction with information user/customer/ clients were significant factors that influenced the librarians' job satisfaction. However, satisfaction with salary and fringe benefits, working condition, and opportunities to conduct research were rated low which signifies that the librarians are not satisfied with these job satisfaction facets. Based on this, recommendations such as library administrators considering improving the salary levels and the fringe benefits of the librarians, improving their working conditions; and granting the librarians opportunities to conduct research were made.

**Keywords:** Job Satisfaction, Factors and Librarians

**Cite This Article As:** Igbashal A A, Beetseh K, Kumba L (2016). Factors Affecting Librarians Job Satisfaction in Federal University of Agriculture Makurdi Library. *Inter. J. Acad. Lib. Info. Sci.* 4(9): 264-270.

## INTRODUCTION

Job is a purposive human activity. It is an exercise of man's faculties for the production of a particular desired goal in the form of goods and services. (Kaya,2010). Job has been and will continue to be part and parcel of man's existence in this physical world. It is a means by which societal and individual needs are met. Therefore, job is very natural to man, controls and animates him both in everyday existence and in social and intellectual life. Job is not just about an employment; rather it goes further to mean an activity that produces something of value to and

for the society.

Job satisfaction can be seen as a positive attitude of a worker towards his job and a pleasurable emotional state resulting from the perception of one's job as fulfilling (Olwolabi and Salaam, 2010). Somvir and Kaushik (2012) view job satisfaction as a summary attitude that people experience about their work. It is the result of their task, the characteristics of the organization. Similarly Dambawinna (2013) describe job satisfaction as relating to individual's feeling or emotion towards work. The

happier people are with their job, the more satisfied they will be. Job satisfaction (JS) as defined by Chinyere, and Oluma (2015) is conceived as effective reaction to one's job. Chinyere, and Oluma (2015) on his own part argues that job satisfaction is an attitude, but points out that it should be clearly distinguished, the objects or cognitive evaluation which affect emotion, behaviors' and beliefs. The relationship between a worker and his job can be described in terms of the meaning, which the work holds for the persons. A person who engages on a particular job has certain values for the job; such values are strongly related to the basic needs of the individual. That is why Chinyere and Oluma (2015) continued that job satisfaction refers to the degree to which personal needs, material and physiological, intrinsic and extrinsic are realized by the individual while performing the tasks involved in his job.

Job Satisfaction Job is an occupational act which carried out by an individual in return for a reward. Satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job. Job satisfaction is also an emotional response to a job situation which cannot be seen, it is only be inferred and simply how the people feel about their job and different aspects of it. The job satisfaction and job attitudes are the alternate terms and typically used interchangeably. Both refer to affective orientations on the part of individuals toward work roles which they are presently occupying. Positive attitudes toward the job are conceptually equivalent to job satisfaction and negative attitudes towards the job are equivalent to job dissatisfaction. Job satisfaction is governed, to a large extent, by perception and expectations of the working people. Any discrepancy between aspirations and perceptions account for dissatisfaction. Several authors have stressed the significance and importance of job as a source of satisfaction. Apart from wealth, work also provides many other things to a person such as sense of doing something worthwhile, having some aims in life and brings some status in the society.

Job satisfaction according to Olusegun (2013) is the collection of feeling and wholesome beliefs the manager has about their current jobs. They emphasized that manager who has high levels of job satisfaction generally like their jobs, feel that they are being fairly treated and believe that their jobs have many desirable features and characteristics (including interesting work, good pay and job security, autonomy, or nice co-worker). They believed that an employee's job satisfaction tends to increase as they move up the hierarchy in an organization. Furthermore, they maintained that upper managers in general, tend to be more satisfied with their jobs than entry level employees. Managers levels of job satisfaction can range from very low to very high and anywhere in between Olusegun (2013) further pointed out that generally it is worthwhile for the employees in the

organization especially as it is related to the Liberians to be satisfied with their jobs for at least two reasons; first satisfied employees may be more likely to go extra mile for their organization or perform organizational citizenship behaviors, that which is not required of organizational members but contribute to and are necessary for organizational efficiency, effectiveness, and gaining a complete advantage.

Employees who are satisfied with their jobs are more likely to perform these "above and beyond the call of duty" behaviors, which can range from putting in extra long hours when needed to coming up with truly creative ideas and overcoming obstacles to implement them (even when doing so is not part of the employees' job) or to go out of his or her way to help a co – worker, subordinate, or superior (even when doing so entails considerable personal sacrifice). A second reason that is desirable for employees may be less likely to quit. An employee who is highly satisfied may never even think about looking for another position; but a dissatisfied employee may always be on the lookout for new opportunities (Iurun, 2014).

Thus turnover can hurt an organization because it results in the loss of the experience and knowledge that the employees have gained about the organization and other business environments similarly, Amune, (2013) argued that job satisfaction and job dissatisfaction were caused by two entirely different sets of factors; which they called motivators and hygiene factors respectively.

It is in view of the above that Amune, (2014) explained that since librarians are professionals, saddled with the care of library and its contents in various formats, and whose professional duties involves, selecting the books documents and non book materials which comprise its stocks, and providing information and loan services to meet the high needs of its users should be motivated and have the much desired job satisfaction to be able to contribute positively to the growth and sustenance of the library especially now that the library and its processes are continuously changing. It is against this background that this research effort will seek to investigate the factors affecting job satisfaction of librarians in University of Agriculture Makurdi library, understanding and improving job satisfaction among librarians in Nigeria in general and most particularly in the successful administration of Nigerian Liberians and library.

## PURPOSE OF THE STUDY

The main purpose of this work is to find out the factors affecting the job satisfaction of librarians in University of Agriculture Makurdi library. The specific purposes of the study are;

1. To determine the extent good working environment

- affect librarian job satisfaction in University of Agriculture Makurdi library.
2. To determine the extent good salary effects librarians' job satisfaction in University of Agriculture Makurdi library.
  3. To evaluate the extent good working relationship effects librarian's job satisfaction in University of Agriculture Makurdi library.
  4. To find out the problems militating against Librarians job satisfaction in University of Agriculture Makurdi library.
  5. To find out the solutions to librarians job satisfaction in University of Agriculture Makurdi library.

## METHODOLOGY

### Area of Study

The research covers University of Agriculture Makurdi. The University of Agriculture in Makurdi (UAM) is a higher education institution in Makurdi, Benue State, Nigeria. The university was established in 1988, following the recommendations of a 1987 federal government White Paper on Higher Education curriculum and development in Nigeria (Anyanwu, 2011).

The University of Agriculture, Makurdi has 30 departments in ten colleges. These Colleges are, Agronomy, Agricultural Economics and Extension, Engineering, Animal Science, Food Technology, Sciences, Agricultural Science Education, Veterinary Medicine, Forestry and Fisheries and College of Management Science.

### POPULATION OF THE STUDY

The target population for this study is library staff. There are 90 staff comprising 72 male and 18 female staff of University of Agriculture Library. The decision to choose library staff is because they are directly involved in library services.

### SAMPLE AND SAMPLING TECHNIQUE

There will be no sampling technique for the study. The entire population 90 library staff of University of Agriculture, Makurdi was used in the study as sample size because the population size could be handled effectively.

### INSTRUMENT FOR DATA COLLECTION

Data was collected using a structured questionnaire titled "Factors affecting the Job Satisfaction of Librarians

"FJSLQ". The questionnaire was divided into 5 sections and was used to elicit information on factors affecting job satisfaction of Librarians from selected respondents. The questionnaire was an open-ended-structured with restricted responses options of very large extent (VLE), large extent (LE), medium extent (ME) and non extent (NE) with corresponding values of 4, 3, 2 and 1 respectively.

The instrument was validated by 2 experts in Library science in Nasarawa state University. In order to ensure the reliability of the instrument, a sample size of 20 library staff of the Nasarawa state University who were not included in the sample for the main study were used. The purpose of this was to test-try the instruments that will be used in the study. A reliability coefficient of 0.90 was found ideal for the study.

## METHOD OF DATA ANALYSIS

Data collected was analyzed using descriptive statistics; precisely arithmetic mean. The cut-off point for decision making was 2.50 ( $4+3+2+1=10/4=2.50$ ). Any item with mean value of 2.50 and above was regarded as large extent to which the respondents agree with the statement while any item with mean value less than 2.50 was regarded low extent to which respondents disagree with the statement.

## RESULTS AND DISCUSSION

Results in table 1 shows on how good working environment affect librarian job satisfaction in University of Agriculture Makurdi. Adequate power supply had a mean of (3.54), a clean environment (3.04), comfortable work table/chairs (3.62), adequate communication facilities (e.g telephone-mail, fax etc.) (2.76), adequate work tools (3.63), adequate opportunities for advancement (2.86) and opportunity to require more skills had a mean rating of 3.47. This indicates that the items are good working environment that affect librarian job satisfaction to a large extent in University of Agriculture Makurdi. This finding agrees with a study carried out by Abdul and Raheela (2015) on the Impact of Working Environment on Job Satisfaction. The study revealed that one of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions. The result indicates a positive relationship between working environment and employee job satisfaction. The study concludes with some brief prospects that the businesses

**Table 1:** Mean and standard deviation of respondents on how good working environment affect librarian job satisfaction

S/N	Item Statement	NE	ME	LE	VLE	Total	Mean	Std. Dev.	Remarks
1	Adequate power supply	6	6	9	97	90	3.54	0.83	VLE
2	A clean environment	13	8	28	41	90	3.04	1.05	VLE
3	Comfortable work table/chairs	7	14	13	84	90	3.62	0.84	VLE
4	Adequate communication facilities (e.g telephone-mail, fax etc.)	17	12	26	35	90	2.76	1.09	VLE
5	Adequate work tools	9	9	11	89	90	3.67	0.79	VLE
6	Adequate opportunities for advancement	19	10	37	24	90	2.86	1.14	VLE
7	Opportunity to require more skills	10	5	4	99	90	3.47	0.92	VLE

NE= non extent, ME= medium extent, LE= large extent and VLE=very large extent

**Table 2:** Mean and standard deviation of respondents on extent to which good salary affects librarians' job satisfaction

S/N	Item Statement	NE	ME	LE	VLE	Total	Mean	Std. Dev.	Remarks
1	My salary is adequate	71	9	2	8	90	1.41	0.91	NE
2	My salary is inadequate	19	15	29	27	90	2.6	1.13	VLE
3	My salary is paid regularly	22	16	28	24	90	1.7	1.13	NE
4	I am satisfied with my salary	71	9	2	8	90	1.41	0.91	NE
5	I am not satisfied with my salary	19	15	29	27	90	3.15	1.09	VLE

NE= non extent, ME= medium extent, LE= large extent and VLE=very large extent

need to realize the importance of good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives.

In table 2, respondents rated all the items with mean above 2.50. Respondents disagree that their salary is adequate with a mean of 1.41. They also agree that their salary is inadequate with mean of 2.60, salary is not paid regularly (1.70), and they are not satisfied with their salary (1.41). This means that salary affects librarians' job satisfaction. This is in conformity with a study conducted by Harmer, R.J and Findlay, B.M. (2014). The effect of workplace relationships on employee job satisfaction for 25 to 35 year olds. The aim of the present study was to determine the role an employee's co-worker and direct supervisor relationships had in predicting their level of job satisfaction. Results indicate that 52.1% of an employee's job satisfaction can be predicted by the quality of their workplace relationships, with an individual's relationship with their co-workers the strongest predictor. Results indicate that the quality of an employee's co-worker and immediate supervisor relationships does not significantly predict their level of well-being.

Result in Table 3 shows the extent to which extent good working relationship affects librarian's job satisfaction. Respondents indicated that they feel

overwhelmed by the responsibility at work with mean of (2.71), other people view my job a valuable (2.72), they are satisfied with the way their library is managed (1.36), they regularly think/worry about issues when at work (2.76), they make differences in the life of people (2.86) and they also believe that their supervisors do not care for them (1.41). This is an indication that good working relationship affects librarian's job satisfaction. This finding is similar to a study conducted by Xesha, Iwu, Slabbert and Nduna (2014) on the he Impact of Employer-Employee Relationships on Business Growth. The survey aimed to determine the business owners' opinions about relationships, and whether they believed these play a significant role towards the success of their businesses. The survey further aimed to measure job satisfaction of the employees. In the study, job satisfaction was identified as an accurate indicator of good relationships between employers and employees. The study found that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The employees indicated high levels of satisfaction with their jobs. The study concludes by outlining the key factors and benefits of managing employer-employee relationships.

In table 4 above, all respondents rated the items with mean above 2.50. Poor salary had 2.88, of lack of training opportunity (2.60), poor work environment (2.73), lack of cordial relationship with their boss (2.90) lack of cordial relationship with my colleagues (2.90) and inadequate work tools had 3.07. This result indicates that

**Table 3:** Mean and standard deviation of respondents on extent to which extent good working relationship effects librarian's job satisfaction

S/N	Item Statement	NE	ME	LE	VLE	Total	Mean	Std. Dev.	Remarks
1	I feel overwhelmed by the responsibility at work	13	8	31		90	2.71	1.11	VLE
2	Other people view my job a valuable	13	8	21	48	90	2.72	1.08	VLE
3	I am satisfied with the way our library is managed	75	5	2	8	90	1.36	0.9	NE
4	I regularly think/worry about issues when I am at work	17	12	26	35	90	2.76	1.09	VLE
5	I make differences in the life of people	19	10	37	24	90	2.86	1.14	VLE
6	I believe that my supervisors care for me	71	9	2	8	90	1.41	0.91	NE

NE= non extent, ME= medium extent, LE= large extent and VLE=very large extent

**Table 4:** Mean and standard deviation of respondents on the problems militating against Librarians job satisfaction

S/N	Item Statement	NE	ME	LE	VLE	Total	Mean	Std. Dev.	Remarks
1	Poor salary	22	16	28	24	90	2.88	1.13	VLE
2	Lack of training opportunity	22	16	28	24	90	2.88	1.13	VLE
3	Poor work environment	71	8	3	8	90	2.73	0.91	VLE
4	Lack of cordial relationship with my boss	19	15	29	27	90	2.6	1.13	VLE
	Lack of cordial relationship with my colleagues	17	16	29	28	90	2.9	1.14	VLE
5	Inadequate work tools	16	12	30	32	90	3.07	1.06	VLE

NE= non extent, ME= medium extent, LE= large extent and VLE=very large extent

the items are problems militating against Librarians job satisfaction. This result affirms the study carried by Chuks-Ibe, Oluchi, Ozioko, (2014) on Problems Militating against Job Satisfaction among Librarians in Academic Libraries in Niger State, Nigeria. The result from the findings showed that lack of opportunities for socialization and promotion, lack of managerial skills by administrators and bad library tools are some of the problems associated with job satisfaction. it was recommended that annual leave, and medical coverage should be made a regular benefit for the librarians and academic librarians should be encouraged through sponsorship to attend conferences, workshops and seminars as these will enable them acquire more knowledge and competence.

Table 5 shows solutions to problems militating against librarians' job satisfaction. Good work environment had a mean (4.87), opportunity for advancement (2.75), regular

payment (2.87), provision of adequate working tools (3.04), library cooperation (2.96) and multiple users at a time without purchasing multiple copies (2.80) and good relationship with colleagues/boss (2.66). This indicates that the items are solutions to problems militating against librarians' job satisfaction. The findings confirms a study by Nkamnebe, Udem and Nkamnebe (2014) on Evaluation of the use of University Library Resources and Services by the Students of Paul University, Awka, Anambra State, Nigeria

Findings revealed that students fairly use the library for their studies. Observation shows that they use the library most during examination periods. It also revealed that resources currently available are fairly adequate and fairly accessible to the students. Furthermore, the study revealed that users are satisfied with the services and facilities provided by the library. Problems militating

**Table 5:** Mean and standard deviation of respondents on solutions to problems militating against librarians job satisfaction

S/N	Item Statement	NE	ME	LE	VLE	Total	Mean	Std. Dev.	Remarks
1	Good work environment	21	17	24	28	90	4.87	1.91	VLE
2	Opportunity for advancement	17	12	26	35	90	2.75	1.09	VLE
3	Regular payment	21	17	24	28	90	2.87	1.09	VLE
4	Provision of adequate working tools	17	12	24	37	90	2.8	1.14	VLE
5	Good relationship with colleagues/boss	19	11	31	29	90	2.66	1.15	VLE

NE= non extent, ME= medium extent, LE= large extent and VLE=very large extent

against effective use of the

University Library by the students were identified and solutions were proffered. It was recommended among others that the habit of using the Library should be inculcated into students through avenues such as organizing library display, library exhibition, library orientation, and inclusion of use of library as a course in the University's curriculum so as to attract students to the Library.

## CONCLUSION

Based on the findings, it could be generally conclude that the librarians in the Federal University of Agriculture Makurdi libraries have indentified significant factors that affect their job satisfaction. Therefore, on the basis on these findings, the study concludes that the librarians in the Federal University of Agriculture Makurdi library are satisfied with their jobs. However, they are faced with the problems of low salary, poor fringe benefits, poor working condition, as well as lack of adequate opportunities to conduct researches. These could, however, lead to job dissatisfaction of the librarians.

## Recommendations

Therefore, based on these findings, the study recommends the following:

- 1) Library administrators should consider improving the salary levels and the fringe benefits of the librarians. It is believed that the more attractive their salary and fringe benefits are, the more satisfied and committed they will be in their services.
- 2) Library administrators should also improve the working condition of the librarians thereby creating good working environment that will promote good health and positive psychological well-being.

- 3) The library administrators should also grant the librarians enough opportunities to conduct researches. This could help them in their professional growth.

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