

## Influence of Job Satisfaction on Job Performance: A Study of Teacher Librarians in Delta State Nigeria

**Violet E. Ikolo**

*Delta State University Abraka, Nigeria*

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### Abstract

The aim of this study is to investigate the influence of job satisfaction on performance of teacher librarians in Delta State, Nigeria. This study adopts the descriptive survey design. The instrument that was used in collecting data is the questionnaire and data collected were analyzed using descriptive statistics of frequency counts, percentage and Pearson's Product Moment Correlation. The study revealed that teacher librarians are not satisfied with their pay and promotion opportunities. However, they were found to be satisfied with the type of work they carry out daily. The study concludes that job satisfaction has a significant influence on job performance of teacher librarians.

**Keywords:** job satisfaction, job performance, teacher librarians, employees satisfaction

### Introduction

The relevance of libraries lies in the quality of services that they offer. Specifically, school libraries are referred to as learning laboratory for schools, providing the total learning package required by the students and their teachers. They are so important that the development of research culture in the lives of students take its root from an effective use of the school libraries (Jeyara, 2017).

This assertion makes the job of every school librarian an important and indispensable one. According to Pushpakumari (2008), employee's satisfaction is the gateway to the success of an organization, in that employees who exhibit a higher level of satisfaction tend to put more effort in their jobs that may then lead to better job performance. The Employee which can be termed human resource is the most vital of all assets necessary for growth and development of any organization (Khan, Nawaz, Aleem & Hamed, 2012), Job satisfaction is generally described in terms of people's emotional reactions to their jobs. It is referred to as an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). Performing employees helps to create excellent organizations. Job performance is defined as a function of individual ability and skill and effort in a given situation. The performance in terms of effort extended to the job of an employee. Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an attachment to work. Increased effort results in better performances (Pushpakumari, 2008).

Bayasgalan (2015) in his study found that job satisfaction, workplace structure and organizational commitment influenced effective performance. In the same vain, Shahu and Gole (2008) found that some organisations having less satisfied employees must develop ways to motivate their employees to give higher performance. In a similar research,

Thoresen, Bono, and Patton, (2001) found a correlation between individual job satisfaction and their job performance.

According to Maithili, and Navaneethkrishnan, (2014), teacher or school librarians play an important role in the education sector for the dissemination of information to schools. Buitendach and De Witte (2005) proffered the view that job satisfaction relates to an individual's perceptions and evaluations of a job, and this perception is in turn influenced by his circumstances, including needs, values and expectations. Employees therefore evaluate their jobs on the basis of factors which they perceive is of most importance to them (Sempane, Rieger & Roodt, 2002). According to Castro and Martins (2010), job satisfaction is a personal evaluation of the current conditions of the job or the expectations that arises as a result of having a job.

Sempane, Rieger and Roodt (2002) in agreement with this definition, stated "that job satisfaction refers to the individual's view and assessment of the job". They further stated "that job satisfaction is also influenced by the unique or special circumstances such as needs, values and expectations" that the employee experiences. What this means is that jobs are evaluated by employees on the basis of factors that are of importance to them. Although the definitions of job satisfaction are varied, it is generally considered to be an attitude or feelings that one has about one's job that is either positive or negative.

As it relates to librarians, research indicates that job satisfaction involves the opportunity to perform a variety of different tasks and to make a difference in the community (university environment) (Topper, 2008). A librarian's job satisfaction is often tied to the nature of involvement with the educative mission of his or her institution, specifically as far as the librarian can help support curricular and instructional goals and objectives (Meringolo, 2006).

In the study done by Maithili and Navaneethkrishnan (2014) on the job satisfaction of teacher librarians in Sri Lanka, found that 50% of them dissatisfied with their jobs. Sa'adatu, Sanusi, Ekoja, and Aduku (2015) in their study, assessed job satisfaction of teacher librarians in the Federal Capital Territory (FCT). The entire population of 164 teacher librarians from all secondary schools within the FCT was used. The result of the study revealed that the teacher librarian have high level of job satisfaction. Also, Jeyara (2017) observed that 40% of teacher librarians were not satisfied with the whole facets related to their jobs.

Pay is of importance in the discussion of the aspects of job satisfaction. Eva (2009) rated salary as one of the most satisfying aspects of librarians' jobs. Esakkimuthu and Vellaichamy (2015) carried out a study on library professionals; it was revealed that only half of the library professionals were satisfied with the salary being paid. In a recent investigation by Oluchi and Ozioko (2014) revealed that there was a commendable level of job satisfaction among the librarians, Nguyen, Nguyen, Hoang, and Nguyen (2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) and Danish and Usman (2010) concurred that there is positive relationship between promotion practices and perceived satisfaction of employee.

A satisfied professional not only renders quality service to the users, but also ensures commitment to the library in which he/ she is serving and contributes to its image building

(Gowda, 2009). In spite of the number of studies conducted on school libraries, there are no recent empirical studies on the influence the job satisfaction of teacher librarian has on their performance in Delta State, Nigeria. This study is an attempt in that direction.

### Research questions

1. What is the level of job satisfaction of teacher librarians in Delta State?
2. Does pay influence the level of job satisfaction of teacher librarians?
3. Does work influence the level of job satisfaction of teacher librarians?
4. Does promotion influence the level of job satisfaction of teacher librarians?
5. To what extent does job satisfaction influence job performance of teacher librarians?

### Methodology

This study adopts the descriptive survey design. The population of this study consists of all the teacher librarians employed in 20 selected private secondary schools with libraries spread across Delta State. The study employed the total enumeration sampling technique. Thus, the entire population of 89 teachers from the selected 20 private secondary schools was used for the study. The instrument that was used in collecting data is the questionnaire. The questionnaire, titled “Job Satisfaction and Job Performance of Teacher Librarians Questionnaire” was self-designed and validated using the Principal Component Analysis (PCA) - extraction method. Copies of the questionnaire were administered by the researcher to the 87 teacher librarians within a period of 3 weeks in the selected private schools across the state that was used for the study. 76 copies of the questionnaires were collected from the respondents. This was carried out by the researcher. This produced a questionnaire response rate of 87.3%. Data collected were analyzed using descriptive statistics of frequency counts, percentage and Pearson’s Product Moment Correlation.

### Findings and discussion

#### Interpretation of personal data

**Table 1: Gender distribution of the respondents**

Gender	No. Of Respondents	Percentage
Male	15	19.7%
Female	61	80.2
<b>Total</b>	<b>76</b>	<b>100</b>

Table 4.1 reveals that 15 (19.7%) of the respondent are males while 61 (62.2%) are females. This reveals that there are more female teacher librarians in private secondary schools across Delta State than males.

**Table 2: Educational qualifications of the respondents**

Qualification	No. Of Respondents	Percentage
NCE	21	27.6
B.ED	33	43.4

B.LS	17	22.3
M.Sc	9	12
Others	5	6.5
<b>Total</b>	<b>76</b>	<b>100</b>

Table 4.2 reveals that there are more teacher librarians across the states with B.ED degrees 33 (43.4%). This is followed by teacher librarians with NCE degrees 21 (27.6%). It is important to observe that only 17 (22.3%) of the respondent are trained librarians.

#### Answers to the research questions

**Research question 1:** What is the level of job satisfaction of teacher librarians in Delta State? The analysis to answer this research question is presented in table 3.

**Table 3: Level of job satisfaction of teacher librarians**

Satisfaction Level	No. of Teacher Librarians	Percentage (%)
Extremely satisfied	29	38.1
Satisfied	12	15.7
Extremely dissatisfied	21	27.6
Dissatisfied	6	8
Neutral	8	10.5
<b>Total</b>	<b>76</b>	<b>100</b>

Table 3 shows that almost 29 which represents (38.1%) of the population are extremely satisfied with their jobs as teacher librarian, while 12 (15.7%) while are satisfied with their jobs. Those who responded to being extremely dissatisfied were 21 (27.6%). The result of this study is in agreement with that presented by Maithili and Navaneethakrishnan (2014) on the job satisfaction of teacher librarians in Sri Lanka, where they revealed that 50% of them dissatisfied with their jobs. However, this study does not agree with a recent study carried out by Sa'adatu, Sanusi, Ekoja, and Aduku (2015) where they revealed that the teacher librarians in the FCT have high level of job satisfaction.

**Research question 2:** What is the influence of pay on the level job satisfaction of teacher librarians? The analysis to answer this research question is presented in table 4.

**Table 4: Teacher librarians job satisfaction with pay**

Satisfaction with Pay	No. of Teacher Librarians	Percentage (%)
Extremely satisfied	5	6.5
Satisfied	9	12
Extremely dissatisfied	41	54
Dissatisfied	12	15.5
Neutral	9	12
<b>Total</b>	<b>76</b>	<b>100</b>

The result presented in Table 4 reveals that teacher librarians in private secondary schools across Delta State are not satisfied with their pay. This is shown as 41 teacher librarians representing (54%) responded to being extremely dissatisfied with their pay. Only 5 (6.5%) attest to being extremely satisfied with their pay. This implication of this result is that the teacher librarians feel that they are not adequately compensated in relation to their work. This study is not in line with the result of Esakkimuthu and Vellaichamy (2015) where they revealed that half of the library professionals (51.63%) were satisfied with the salary being paid in relation to the educational qualifications, while forty eight (48%) of the respondents were dissatisfied with the salary being offered to them in relation to their qualifications.

**Research question 3:** What is the influence of the work on the level job satisfaction of teacher librarians? The analysis to answer this research question is presented in table 5.

**Table 5: Teacher librarians job satisfaction with work**

Satisfaction with work	No. of Teacher Librarians	Percentage (%)
Extremely satisfied	11	14.4
Satisfied	34	44.7
Extremely dissatisfied	14	18.4
Dissatisfied	16	21
Neutral	1	1.5
<b>Total</b>	<b>76</b>	<b>100</b>

The result presented in Table 5 and reveals that only 11 (14.4%) of the teacher librarians were extremely satisfied with the type of work they carry out daily. Also, 34 (44.7%) revealed that they were satisfied. 14 (18.4%) and 16 (21%) were extremely dissatisfied and satisfied respectively. This result is not in line with a recent investigation by Oluchi and Ozioko (2014). They presented results that revealed that there was a commendable level of job satisfaction among the librarians.

**Research question 4:** What is the influence of promotion on the level job satisfaction of teacher librarians? The analysis to answer this research question is presented in table 6.

**Table 6: Teacher librarians job satisfaction with promotion**

Satisfaction with Promotion	No. of Teacher Librarians	Percentage (%)
Extremely satisfied	5	6.5
Satisfied	19	25
Extremely dissatisfied	41	54
Dissatisfied	2	2.5
Neutral	9	12
<b>Total</b>	<b>76</b>	<b>100</b>

The above Table and figure clearly shows that teacher librarians across Delta State are not satisfied with their promotion opportunities. 41 (54.7%) of the respondents indicted extreme dissatisfaction with their promotion opportunities while only 5 (6.5%) responded to been extremely satisfied. This findings concurs with the research by Danish and Usman (2010), they noted a positive relationship between opportunities for promotion and job satisfaction of employees. However, the result of this study is not in line with the study of Khalid and Irshad (2010), they noted that academics in private universities were more satisfied with their promotion opportunities, salaries and supervision than the academics in public universities.

**Research question 5:** To what extent does job satisfaction influence job performance of teacher librarians? The analysis to answer this research question is presented in table 6 and Figure 5.

**Table 7: Correlation between job satisfaction and job performance of librarians**

Variables	Pearson r	$\rho$	Extent
Demographic factors*Job satisfaction* organizational commitment	0.93	0.00	85.8%

The result presented in Table 6 reveals the level of influence that job satisfaction has on job performance of teacher librarians across Delta State. The result shows that job satisfaction correlates with job performance of teacher librarians ( $r= 0.93$ ,  $\rho < 0.05$ ). job satisfaction influences job performance by 85.8%. This influence size is very large. This means that job satisfaction has an influence on job performance of teacher librarians. This result supports the findings of Bayasgalan (2015) who found that job satisfaction, influenced effective performance. Also, Judge, Thoresen, Bono, and Patton, in (2001) found a correlation between individual job satisfaction and individual performance. They proposed a very strong relationship between employee job satisfaction and employee job performance

### Conclusion

From the findings of the study, it can be concluded that teacher librarians across Delta State are moderately satisfied with their jobs. It was also concluded that teacher librarians are not satisfied with their pay and promotion opportunities. However, most of them were satisfied with the type of work they carry out daily. Job satisfaction was seen to have a slight influence on job performance of teacher librarians, while, librarians pay and work did not influence their job performance, but promotion with has an influence on job performance.

### Recommendations

The following recommendations are made based on the findings of the study:

1. Proprietors of privately owned secondary schools should take the job satisfaction of teacher librarians seriously as this has a direct influence on the overall performance of the librarians and their impact in the academic achievement of their students.
2. Proprietors should endeavour to pay teacher librarians well so as to motivate them to put in their best in the work.



3. The Nigerian Library Association should endeavour to carry out media campaigns to sensitize private school owners of the importance of teacher librarians in their schools.
4. Policy makers should make policies that will ensure the regular promotion of teacher librarians within their schools

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**Violet E. Ikolo PhD** is librarian Delta State University Abraka. She can be reached at [violet.ikolo@gmail.com](mailto:violet.ikolo@gmail.com)

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