

Influence of Employee Engagement on Job Satisfaction of Library Staff in Public Tertiary Institutions in Ogun and Oyo States.

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Abstract

For decades, job satisfaction significantly impacts organizational success. It plays important roles in determining an organization's productivity. This study investigated the influence of employee engagement on job satisfaction of library staff in public tertiary institutions in Ogun and Oyo States, Nigeria. Seven institutions (Tai Solarin University of Education Ijegan, Ijebu Ode; Institute of Technology, Igbesa; Federal College of Education, Osiele; Federal Polytechnic Ilaro; Gate Way Polytechnic Saapade and Moshood Abiola Polytechnic, Abeokuta, Ogun state, and The Polytechnic Ibadan, Oyo were studied. Descriptive research was used to analyze the data collected from the population of library staff selected from the study area. A total enumeration sampling technique was adopted making 138 library staff as the sample size. The descriptive and inferential statistics employed in the data analysis revealed that the dependability coefficients for each variable ranged between 0.710 and 0.904. The results showed that employee's engagement had a substantial influence on job satisfaction (Adj. $R^2 = 0.342$, $p=0.000$). Result indicated that employee's engagement had an independent effect on job satisfaction among library staff across the public tertiary institutions in Ogun and Oyo States, Nigeria. We recommend that management provide flexible working conditions for staff to enhance their job satisfaction.

Key Words: Employee Engagement, Job Satisfaction, Library Staff, Public Tertiary Institution

Introduction

Job satisfaction has been a focal point of research in recent decades due to its important role determining an organization's productivity. It is the positive or pleasurable emotional state resulting from one's assessment of their job or professional experience, focusing on how an employee's ideals align with what the workplace provides (Dziuba et. al. 2020). Job satisfaction encompasses an individual's satisfaction or fulfillment with their work or profession, influenced by several of factors like the nature of the work, relationships with coworkers and superiors, compensation, prospects for growth, work-life balance, and organizational culture. Extensive

research has highlighted the significance of job satisfaction for both staff and companies. Satisfied staff tend to be more engaged, productive, loyal, experiencing lower stress, burnout, and turnover. Organizations that prioritize employee satisfaction benefit from greater morale, high retention rates, and a stronger reputation (Zhenjing *et. al.*, 2022).

Job satisfaction is a complex notion, encompassing both intrinsic and extrinsic components. Intrinsic factors include initiative, personal traits, and relationships with superiors, whereas extrinsic ones include promotions, pay, welfare, and job security (Abdullah, 2023). In this study, job satisfaction refers to the feelings and attitudes of library staff towards their career. Organizational commitment could be defined as an individual's loyalty and emotional bond to a firm, which affects job satisfaction, employee engagement, employee productivity, and overall organizational effectiveness by fostering a sense of belonging and motivation to contribute to the organizational growth. Commitment is influenced internal organizational elements, including growth possibilities and learning potential (Nguyen, 2023). Employee dedication and efforts play an essential role in achieving organizational goals. Organizational commitment is categorized into emotive, continuous, and normative. High job satisfaction is related to a positive attitude toward work, while low satisfaction frequently results in a negative outlook. Considering employee attitudes, job satisfaction is an important factor that influences an organization's productivity (Wendell & Dennis, 2022). Employment satisfaction is categorized as an attitude rather than a behavior, reflecting a favourable mood based on an assessment of employment requirements (Faryal & Naqvi, 2023).

However, library staff in Nigeria's public tertiary institutions face challenges like salary, working conditions, growth opportunities, and recognition. Some staff experience professional stagnation due to delayed promotions, a lack of recognition, lack of satisfaction with payment schedules, and restricted capacity development chances. According to Ogunode *et. al.* (2022) a comfortable work environment is an essential requirement for improving employee's job performance.

In Nigeria and many other countries of the world, public tertiary institutions play a vital role in the socioeconomic and political development. Academic libraries and research activities are crucial to Institutional growth, especially for providing qualities information and services to academic researchers. Reforms have been done to improve accessibility, quality, and efficiency of library services. However, dissatisfaction among Library staff undermines the institutions' overall efficacy. Brain drain has become a recurrent issue in Nigeria in which competent librarians transfer to other Institutions abroad for greener pasture, thus affecting the expansion of highly qualified personnel required for academic library development (Nguyen, 2020). In the education sector, stakeholders are increasingly conscious of the difficulties being encountered by the library staff in public tertiary institutions, considering the significance of job satisfaction (Abubakar *et. al.*, 2022).

Employee engagement among library staff is an important notion for addressing job satisfaction. This concept enhances an individual's mental and emotional dedication to their duties. Engagement, which is grounded on positive psychology, involves a psychological connection with professional responsibilities as well as the simultaneous investment of personal resources into one's employment. Highly engaged staff demonstrate actions that enhance institutional performance and job satisfaction (Zhenjing *et. al.*, 2022). Organizational engagement is crucial



for maintaining motivated personnel, particularly library staff. Internal career prospects, providing effective training programs, job security, clear job descriptions, and encouraging participative decision-making enhances employee engagement, resulting in higher effort and productivity. (Aquino et. al., 2017).

Hypothesis

H₀₁: There is significant influence of employee engagement on job satisfaction of library staff in public tertiary institutions in Ogun and Oyo states.

Conceptual Model

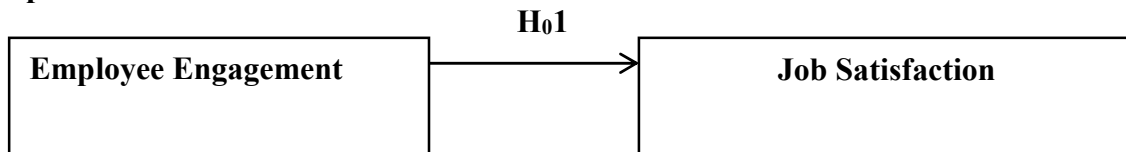


Figure 1: Library Employee Engagement

Theoretical Review

Herzberg's – Two Factor Theory of Job Satisfaction: Herzberg's theory of job satisfaction, often referred to as the two-factor theory, is one of the highly researched theories. This hypothesis, developed by Frederick Herzberg, suggests that motivation is composed of two components: hygiene factors and motivators. Hygiene factors include organizational remuneration, policies, physical working conditions, and job security. In contrast, motivator factor comprises of, authority and responsibility, recognition, professional advancement, achievement, personal growth, and job excitement all of which can lead to job dissatisfaction if not effectively provided (Herzberg, 2017).

Intrinsic factors, also known to as motivational factors, enhances job satisfaction, whereas hygienic aspects reduce employee dissatisfaction. Herzberg stressed that addressing all hygiene factors does not guarantee job satisfaction, but focusing on motivation aspect is significant for increasing employee performance and productivity. This Theory is closely similar to Maslow's Hierarchy of needs, including extra criteria for evaluating employee motivation at workplace. According to this perspectives, meeting employees' basic requirements only prevents dissatisfaction, not driving them to higher performance; to effectively encourage employee, higher-level demands must be satisfied (Alfayad, 2017).

Extrinsic factors, also referred to as employment context factors, are considered less significant in addressing employees' motivational needs. They serve to prevent employee dissatisfaction and enhance positive work atmosphere. In contrary, intrinsic factors, also known as job content factors, are crucial for job satisfaction as it provide meaningful work that allows for internal satisfaction through achievement, assigned activities, and acquired experience. Intrinsic factors that satisfy human basic needs for psychological growth effectively produce long-term positive effects on employee performance (Radu, 2023).

The Two-Factor Theory suggests that intrinsic and extrinsic factors are interconnected. The existence of external factors minimizes job dissatisfaction but does not enhance job satisfaction.

Conversely, a sufficient supply of intrinsic factors promotes employees' inner growth, resulting in success, improved performance, and productivity. Library staff may either feel satisfied or unsatisfied if the intrinsic variables are not fully provided.

Employee motivation, which is driven by both external and internal factors, is crucial for job satisfaction and performance. The theory emphasizes the importance of addressing both variables in order to improve staff engagement and productivity.

According to Herzberg's theory, hygiene factors that lead to employee job dissatisfaction include salaries, working conditions, and organizational policies. Fair and timely payment of salary essentially prevents employee dissatisfaction (Galanakis *et. al.*, 2022). While Herzberg's theory has been criticized for over-simplification, lack of empirical data, and reliance on novel approaches, it remains an important framework for analyzing job satisfaction and performance concerns. Despite criticism, Herzberg's contribution to broadening Maslow's hierarchy and applying it to work motivation is recognized, making the theory relevant to understanding and improving job satisfaction among library staff in public tertiary institutions in Ogun and Oyo states (Abubakar, 2022).

Empirical Review

Khan (1990) explored the effects of organizational commitment on employee job satisfaction in the Nigerian hotel business. This study specifically researched the impacts of normative commitment, continuance commitment, and emotional commitment on job performance among Nigerian hospitality workers. A descriptive survey research approach was adopted for collecting data from 75 respondents in chosen hotels and restaurants in Osun State, Nigeria, using standardized questionnaire and personal interviews. The findings showed that affective and continuous devotion is advantageous but minimally influenced job performance while normative commitment had a slight but significant negative effect on job satisfaction.

Parashar et al. (2020) explored the impact of employee commitment on job satisfaction in Sri Lankan leasing enterprises, polling 115 staff from licensed financing companies (LFCs) and specialized leasing businesses (SLCs). This study, inspired by Nigeria Brewery, PLC, revealed a positive relationship between organizational commitment, employee engagement and employee loyalty, determining job performance. It concluded that corporate motivating initiatives could significantly increase employee productivity.

Methodology

This study adopted a descriptive design method to assess the influence of employee engagement on job satisfaction of library staff of selected public tertiary institution in Ogun and Oyo states, Nigeria. The population of this study includes one hundred and thirty-eight (138) library staff of seven public tertiary institution namely: Tai Solarin University of Education Ijegan, Ijebu Ode, Ogun state Institute of Technology, Igbesa, Federal College of Education, Osiele, Federal Polytechnic Ilaro, Gate Way Polytechnic Saapade, Moshood Abiola Polytechnic, Abeokuta, Ogun State and The Polytechnic Ibadan, Oyo State.



Given the small population, this study adopted total enumeration method. The instrument for data collection was a structured questionnaire developed by the researcher from related literature based on the objectives of the study. The questionnaire was used to obtain information on the influence of employee engagement on job satisfaction of library staff of the selected public tertiary institutions. The study adapted the Likert scale design, and the instrument is divided into three pieces.

The questionnaire was tested for face validity, which determines how well the instrument's content assesses what it is intended to measure. It was also used to determine the validity of a scale, which is a method that measures the measuring instrument's face value directly. Cronbach alpha, which represent the average scores from various techniques of splitting scale items, was utilized to measure the instrument's reliability. Adjusted coefficient of determination (Adj. R^2) was used to establish the predictive power of the study's model. The empirical survey study methodology developed to determine the items under the variables in the questionnaire were assessed by professionals and experts from the Department of Information Management at Lead City University in Ibadan, Oyo State, Nigeria.

Results and Discussion

Tables 1 and 2 present the results of multiple regression analysis for the effect of employee engagement on Job Satisfaction of library staff in seven public tertiary institutions in Ogun State and Oyo State, Nigeria. From the results, employee engagement (meaningfulness, safety, availability) has weak-positive relationship with job satisfaction of library staff in public tertiary institutions in Ogun State and Oyo State, Nigeria ($R = 0.342$, $p=0.000$). The Adj. R^2 of 0.100 indicated that 10% of the changes in job satisfaction of library staff in public tertiary institutions in both States under study, while the remaining 90% changes in job satisfaction is explained by other exogenous variable different from employee engagement. This result suggests that employee engagement influence 10% of job satisfaction of library staff in the two states.

The ANOVA results (overall model significance) of regression test revealed that the combined employee engagement have a significant effect on job satisfaction of library staff in public tertiary institutions in Ogun and Oyo State, Nigeria. This can be explained by the F-value (7.015) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that employee engagement adopted by library staff in public tertiary institutions in Ogun State and Oyo State influenced job satisfaction.

The results of regression coefficients also revealed that a significant effect was reported for availability component of employee engagement while meaningfulness and safety shows insignificant relative effect. It revealed that at 95% confidence level, availability ($\beta = 0.162$, $p=0.001$) library staff of public tertiary institutions in Ogun State and Oyo State were statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96. In addition, the result posits that, taking all factors constant at zero, job satisfaction of library staff of public tertiary institutions in Ogun and Oyo State is 2.415. Based on these results, this study indicate that employee engagement plays a role in influencing the job satisfaction of library staff in the selected public tertiary institutions in Ogun and Oyo states, Nigeria.

These findings align with earlier research. For instance, Khan (2019) examined the impact of organizational commitment on employee job satisfaction in the Nigerian hotel business and reported that affective and continuous dedication had a positive impact on job performance while normative commitment showed a moderate negative impact on job satisfaction. Similarly, Parashar (2020) revealed a strong correlation on employee commitment, job performance and continuance commitment being a powerful predictor of job satisfaction. Another study, citing Nigeria Brewery, PLC, demonstrated a strong link between organizational commitment and employee performance, highlighting that the provision of motivating initiatives boosts employee morale, enhancing their loyalty to their firm being the most significant influence on organization productivity (Parashar, 2020).

Table 1: Model summary of multiple regression analysis for the Influence of Employee Engagement on Job satisfaction of library staff in Public Tertiary Institutions in Ogun State and Oyo State, Nigeria.

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.342 ^a	.117	.100	.32546

a. Predictors: (Constant), Employee Meaningfulness, Employee Safety and Employee Availability.

Table 2: Analysis of Variance (ANOVA)^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.229	3	.743	7.015	.000 ^b
	Residual	16.842	159	.106		
	Total	19.071	162			

^aDependent Variable: Job Satisfaction

^bPredictors: (Constant), Employee Meaningfulness, Employee Safety and Employee Availability.

Table 2 continued

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients			
	Model	B	Std. Error	Beta	T	Sig.	
1	(Constant)	2.415	.239		10.086	.000	
	Employee Meaningfulness	.043	.070	.054	.613	.541	
	Employee Safety	.081	.070	.099	1.148	.253	
	Employee Availability	.162	.047	.275	3.471	.001	

a. Dependent Variable: Job Satisfaction

Dependent Variable: Job Satisfaction

a. Predictors: (Constant), Meaningfulness, Safety and Availability



Conclusion

Findings from this study shows that employee's engagement influence job satisfaction of library staff in Tai Solarin University of Education Ijegan, Ijebu Ode, Institute of Technology, Igbesa, Federal College of Education, Osiele, Federal Polytechnic Ilaro, Gate Way Polytechnic Saapade, Moshood Abiola Polytechnic, Abeokuta, Ogun state and The Polytechnic, Oyo State, Nigeria. The results indicate that enhancing employee satisfaction is crucial because it is key to better library activities that would increase employee engagement in achieving better success and institutions' objectives. Job satisfaction made the library staff of these institutions to deliver better services which eventually result in improved success. However, the management of these institutions need to develop new employment norms to reflect the new standards, which is a greater reliance on emerging library digital tools to complete tasks. They also need to boost employee involvement in order to increase satisfaction, involving the staff in a more meaningful duties and improving their safety.



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