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**LEVELS OF JOB SATISFACTION AMONG PARA-PROFESSIONALS IN ACADEMIC  
LIBRARIES IN BAUCHI STATE.**

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**ABSTRACT**

*This study investigated the levels of job satisfaction among para-professionals in academic libraries in Bauchi State. A descriptive survey research design was adopted. The population of the study consist all the 250 paraprofessionals in the six academic libraries in Bauchi State. The entire population was used without sampling. Data were collected using a structured questionnaire titled “Levels of Job Satisfaction among Para-Professionals in Academic Libraries Questionnaire” (LOJSPALQ). This instrument was validated by three experts. The reliability of the instrument was determined using Cronbach Alpha which yielded an overall coefficient value of 0.78. Mean score and standard deviation were used to answer the research questions. The null hypotheses were tested using independent samples t-test and Analysis of Variance (ANOVA) at 0.05 level of significance. The findings revealed that male para-professionals were satisfied with their job as regards staff development than their female counterpart; the findings also revealed that there is no significant difference in the mean response of male and female para-professionals on their level of job satisfaction based on staff development and promotional opportunities in academic libraries in Bauchi State. Based on these findings, the researcher recommended among others that the universities, polytechnics and colleges of education management should endeavor to provide a level playing ground for equal opportunities between male and female para-professionals staff by ensuring that basic needs for academic excellence are provided for all, irrespective of gender, and the management should develop and sustain policies that will enhance parameters of job satisfaction.*

**Keywords:** Job Satisfaction, Para-Professionals, Academic Libraries, Bauchi State.

## **Introduction**

The academic library, which is commonly referred to as the nerve center of the institution of higher learning is primarily set up for the achievement of the institution's set goals and objectives by providing information materials and services which satisfy the information needs of the entire academic community. Kaba (2017) explained that libraries play a significant role in higher education system including dissemination of information to the user with the help of library professionals and para-professionals. Libraries, irrespective of type; public, academic, special and research libraries are usually classified as service-oriented organizations in consonance with the roles they perform. Therefore, academic libraries are libraries attached to tertiary institutions such as universities, polytechnic institutions, colleges of education, colleges of agriculture, colleges of technology and also research institutes (Kaba, 2017). According to Ikonne (2014), academic libraries refer to the heart or nerve centers of institutions of higher learning where all academic activities revolved. They are at the forefront of providing information services to their respective communities which comprise of students, lecturers and more importantly to library personnel to support their teaching, learning and research needs.

The library personnel are made up of the professionals and the para-professional/non-professionals staff. According to Olu (2013), para-professionals are those that perform technical duties, typically under the direction of a professional librarian, in one or more functional areas in libraries and related units that are administered in accordance with the practices and techniques of professional librarianship and perform related duties required. The para-professional staff job responsibilities include bar code reading of book spines; word processing as well as assisting professional staff in the discharge of their duties (Saka & Salman, 2014). Therefore, exerting

these job responsibilities lies on the level of job satisfaction para-professionals use in carrying out their duties.

Job satisfaction of library para-professionals is essential and a fundamental determinant of the development and organization of the service because in general all are efficient, when they are satisfied with their jobs. According to Thornton (2010), job satisfaction is defined as the totality of an individual's social and psychological well-being relative to his job. Gamlath and Kaluarachchi (2014) see job satisfaction as the rate at which employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfillment in carrying out one's duties. Thus in this study, job satisfaction is conceptualized to mean the level of positive attitude that a para-professional displays when performing his/her duties in the academic library and the rate at which his/her basic needs are met by the employers. It is interesting to note that if para-professionals are well catered for by relevant authorities in the area of giving them due recognition for a job well done; put in place a good leadership style for the administration of the academic library; career development opportunity for para-professionals to enhance development of their managerial skills; conducive working environment their level of satisfaction will improve greatly (Japheth, Rosaline & Uluoma, 2016).

### **Statement of the problem**

The services of para-professionals remain critical to the actualization of library goals and objectives. Supporting this view, empirical studies reaffirmed that an appreciation of the requirements of the working librarians and making efforts in meeting their job satisfaction have an effect on the quality of services. Despite all these, job satisfaction among para-professionals in academic libraries are facing some acute problems and the most contentious of these problems

as highlighted by researchers are hinged on their development, promotional opportunities provided and reward system. Preliminary investigations, revealed that some of the observed causes of job dissatisfaction as highlighted by para-professionals in academic libraries include administrative barriers for getting promotion, inordinate opportunities provided for further professional education as those provided to professional librarians, low administration of welfare scheme. It is important to note that when one or more of these conditions are not met, it creates a sense of dissatisfaction among para-professionals which might lead to high rate of employee absenteeism, employee turn-over, and laziness, change of job, constant sick leave and monotony which is harmful for the productivity of a service-oriented organization like library. It is in view of this that the researcher intends to find out the levels of job satisfaction among para-professional in academic libraries.

### **Purpose of the Study**

1. The level of job satisfaction based on staff development between male and female Para-professionals in the academic libraries in Bauchi State.
2. The level of job satisfaction based on promotional opportunities between male and female para-professionals in the academic libraries in Bauchi State.
3. The level of job satisfaction based on staff development among para-professionals in universities, polytechnics and colleges of education academic libraries in Bauchi State.

### **Research Questions**

1. What is the level of job satisfaction based on staff development between male and female para-professionals in the academic libraries in Bauchi State?
2. What is the level of job satisfaction based on promotional opportunities between male and female para-professionals in the academic libraries in Bauchi State?

3. What is the level of job satisfaction based on staff development among para-professionals in the universities, polytechnics and colleges of education academic libraries in Bauchi State?

### **Hypotheses**

1. Gender does not significantly determine the level of job satisfaction among para-professionals in the academic libraries in Bauchi State based on staff development.
2. Institutional type does not significantly determine the level of job satisfaction among para-professionals in the academic libraries in Bauchi State based on staff development.

### **CONCEPTUAL DEFINITION**

#### **Job Satisfaction**

According to Kinnell as cited in Esakkimuthu and Vellaichamy (2015), job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one's job. Ivancevich and Matteson (2012) viewed job satisfaction as aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization. In the context of this study, job satisfaction is conceptualized to mean the level of positive attitude that a para-professional displays when performing his/her duties in the academic library and the rate at which his/her basic needs are met by the employers.

#### **Para-professionals**

According to Olu (2013), para-professionals are those that perform technical duties, typically under the direction of a professional librarian, in one or more functional areas in libraries and related units that are administered in accordance with the practices and techniques

of professional librarianship and perform related duties required. Specific tasks performed by para-professionals include but are not limited to: ordering, serials processing, circulation and lending, processing of library records into machine- readable form, and maintenance and repair of library material. They assist professional librarians to acquire, prepare and organize materials. They run day-to-day library operations essential to effective functioning of the library and perform supportive customer services under the direction of a supervisor.

### Theoretical Framework

The theoretical framework was anchored on Herzberg two-Factor Theory Model.



This study was based on the two factor theory of job satisfaction by Herzberg (1959). The proponent of this theory holds that there are two set of factors that influence job satisfaction: hygiene factors and motivators. According to “Two-factor” theory, if hygiene factors are not taken care of or are deficient, there will be dissatisfaction. Importantly, if hygiene factors are taken care of, there may be satisfaction or there may also be no

dissatisfaction. Only by providing the motivators will there is satisfaction. By inference, hygiene factors help to prevent dissatisfaction but only motivators lead to satisfaction.

## Method

A descriptive survey research design was adopted for the study. The instrument for data collection for this study is structured questionnaire designed in line with the purpose of the study by the researcher titled “Levels of Job Satisfaction among Para-Professionals in Academic Libraries Questionnaire” (LOJSPALQ) which consists of two sections. The reliability of the instrument was established using a pilot test of 20 sample copies of the questionnaire were administered to 20 para- professionals in Gombe State University library which is not part of the population of the study area but have similar features to the study area. Data collected were analyzed using Cronbach Alpha to determine the internal consistency of the instrument. The co-efficient value of 0.78 was obtained which adjudge that the instrument was reliable (George and Mallery, 2003). Data generated for this study were analyzed using descriptive statistics of mean and standard deviation. The questionnaire was weighted thus: VS, MS, S, and NS (4, 3, 2 and 1 respectively).

## Research Question 1

What is the level of job satisfaction based on staff development between male and female para-professionals in the academic libraries in Bauchi State?

**Table 1: Male and female para- professionals’ responses on job satisfaction based on staff development in academic libraries in Bauchi State (N = 236)**

S/N	What is your level of satisfaction as regards	Resp.	$\bar{X}$	SD	Remarks
1	opportunities provided by my institution for further professional education	Male	2.61	0.84	Satisfied
		Female	2.59	0.93	Satisfied
2	sponsorship policy of the institution for further studies	Male	2.55	0.98	Satisfied
		Female	2.23	0.92	Not satisfied
3	encouragement received from my institution	Male	2.68	0.99	Satisfied



	for better performance	Female	2.69	0.96	Satisfied
4	opportunities to attend	Male	2.51	0.69	Satisfied
	workshops/seminars/training courses	Female	2.81	0.91	Satisfied
5	my institution kindness and support for	Male	2.61	1.07	Satisfied
	improving personal skills	Female	2.45	0.87	Not satisfied
6	my institution encouragement to attend	Male	2.48	0.81	Not satisfied
	training programmes to improve the latest	Female	2.09	0.69	Not satisfied
	technological skills				
<b>Cluster Mean</b>		<b>Male</b>	<b>2.57</b>		<b>Satisfied</b>
		<b>Female</b>	<b>2.48</b>		<b>Not satisfied</b>

**Note:** 2.50 below = Not satisfied; 2.5 above = Satisfied

The result revealed that both male and female para-professionals were satisfied with opportunities provided by their institution for further professional education; encouragement received from their institution for better performance; opportunities to attend workshops/seminars/training courses. The result also revealed that both respondents were dissatisfied with their institution encouragement to attend training programmes to improve the latest technological skills. On the other hand, male para-professionals were satisfied with sponsorship policy of their institutions for further studies as well as institutional kindness and support for improving personal skills while female para-professionals were not satisfied with it. Summarily, the cluster mean of 2.57 indicated that male para-professionals were satisfied with their job as regards staff development in academic libraries while their female counterparts were not satisfied with a cluster mean of 2.48.

## **Research Question 2**

What is the level of job satisfaction based on promotional opportunities between male and female para-professionals in the academic libraries in Bauchi State?

**Table 2: Male and female para- professionals’ responses on job satisfaction based on promotional opportunities in academic libraries in Bauchi State**

(N = 236)

S/N	What is your level of satisfaction as regards	Resp.	$\bar{X}$	SD	Remarks
7	the criteria for promotion of the para-professionals in my institution	Male	2.80	0.99	Satisfied
		Female	2.66	0.95	Not satisfied
8	administrative barriers for getting my promotions	Male	2.10	1.03	Not satisfied
		Female	2.46	1.07	Not satisfied
9	the implementation of the criteria for your promotion	Male	2.88	1.01	Satisfied
		Female	2.68	0.94	Satisfied
10	the recommendations from your head of department about your promotion	Male	2.43	0.72	Not satisfied
		Female	2.87	0.79	Satisfied
11	your present position in the job	Male	2.42	0.91	Not satisfied
		Female	2.43	0.93	Not satisfied
12	your promotion since you joined the library	Male	2.33	0.78	Not satisfied
		Female	2.47	0.69	Not satisfied
<b>Cluster Mean</b>		<b>Male</b>	<b>2.49</b>		<b>Not satisfied</b>
		<b>Female</b>	<b>2.47</b>		<b>Not satisfied</b>

**Note:** 2.50 below = Not satisfied; 2.5 above = Satisfied

The result analysis revealed that both male and female para-professionals were satisfied with the implementation of the criteria for promotion while both respondents were not satisfied with administrative barriers for getting their promotions; present position in the job and their promotion since they joined the library. Similarly, the analysis also revealed that male para-professionals were satisfied with the criteria for promotion over their female counterpart. On the other hand, female para-professionals were satisfied with the recommendations from the head of department about their promotion over their male counterpart.

### **Research Question 3**

What is the level of job satisfaction based on staff development among para-professionals in the universities, polytechnics and colleges of education academic libraries in Bauchi State?

**Table 3: Respondents' mean and standard deviation scores on job satisfaction based on staff development among para-professionals in the universities, polytechnics and colleges of education academic libraries (N = 236)**

S/N	What is your level of satisfaction as regards	Resp.	$\bar{X}$	SD	Remarks
21	opportunities provided by my institution for further professional education	Univ	2.62	0.97	Satisfied
		Poly	2.36	0.95	Not satisfied
		CoE	2.46	0.86	Not satisfied
22	sponsorship policy of the institution for further studies	Univ	2.53	1.03	Satisfied
		Poly	2.19	0.94	Not satisfied
		CoE	2.39	0.84	Not satisfied
23	encouragement received from my institution for better performance	Univ	2.69	1.03	Satisfied
		Poly	2.61	0.89	Satisfied
		CoE	2.18	1.00	Not satisfied
24	opportunities to attend workshops/seminars/training courses	Univ	2.52	1.04	Satisfied
		Poly	2.54	0.89	Satisfied
		CoE	2.98	0.88	Satisfied
25	my institution kindness and support for improving personal skills	Univ	2.59	1.12	Satisfied
		Poly	2.73	0.98	Satisfied
		CoE	2.53	0.93	Satisfied
26	my institution encouragement to attend training programmes to improve the latest technological skills	Univ	2.31	1.01	Not satisfied
		Poly	2.45	0.92	Not satisfied
		CoE	2.38	0.97	Not satisfied
<b>Cluster Mean</b>		<b>Univ</b>	<b>2.54</b>		<b>Satisfied</b>
		<b>Poly</b>	<b>2.37</b>		<b>Not satisfied</b>
		<b>CoE</b>	<b>2.40</b>		<b>Not satisfied</b>

**Key:** Univ = University; Poly = Polytechnic; CoE = College of Education

The result revealed that para-professionals in universities, polytechnics and colleges of education in Bauchi State are satisfied with opportunities to attend workshops/seminars/training courses; institution kindness and support for improving personal skills while the respondents were not satisfied with institution encouragement to attend training programmes to improve the latest technological skills. The result however revealed that para-professionals in universities in Bauchi State are satisfied with opportunities provided by their institution for further professional education; sponsorship policy of the institution for further studies; encouragement received from their institution for better performance; opportunities to attend workshops/seminars/training courses and institution kindness and support for improving personal skills.

## Test of Significant Hypotheses

### Hypothesis 1

Gender does not significantly determine the level of job satisfaction among para-professionals in the academic libraries in Bauchi State based on staff development.

**Table 4: t-test analysis of the significant difference between male and female para-professionals on their level of job satisfaction based on staff development in academic libraries in Bauchi State**

Variables	N	$\bar{X}$	SD	df	p-value	$\alpha$ -value	Remark
Male	120	15.64	4.87	234	0.010	0.05	Significant
Female	116	14.08	4.41				

The result shows a p-value of 0.010 with 234 degree of freedom and  $\alpha$  -value of 0.05. Since the p-value of 0.010 is less than the  $\alpha$ -value of 0.05 ( $0.010 < 0.05$ ), the null hypothesis is rejected. This means that there is significant difference in the mean response of male and female para-professionals on their level of job satisfaction based on staff development in academic libraries in Bauchi State.

### Hypothesis 2

Institutional type does not significantly determine the level of job satisfaction among para-professionals in the academic libraries in Bauchi State based on staff development.

**Table 5: ANOVA analysis of the significant difference among para-professionals' institutional type on their level of job satisfaction based on staff development in academic libraries in Bauchi State**

Sources of variance	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	119.778	2	59.889	2.741	.067
Within Groups	5090.409	233	21.847		
Total	5210.186	235			

The analysis result revealed that  $p$ -value (0.067) is greater than the alpha level  $\alpha = 0.05$ ,  $p$  (0.067)  $> 0.05$ . This result indicates that there was no significant difference in the mean ratings of para-professionals in universities, polytechnics and colleges of education on their level of job satisfaction based on staff development in academic libraries in Bauchi State. Therefore, the null hypothesis is not rejected.

### **Discussions of Findings**

The main purpose of the study is to find the levels of job satisfaction among para-professionals in the academic libraries in Bauchi state. Table one shows that male para-professionals were satisfied on their job as regards staff development. Out of six items, five items revealed they were satisfied. This means that male para-professionals are satisfied with: opportunities provided by their institution for further professional education; sponsorship policy of the institution for further studies; encouragement received from their institution for better performance among other. On the other hand, one item revealed that male para-professionals are not satisfied with their institution encouragement to attend training programmes to improve the latest technological skills. Similarly, the result analysis revealed that out of six items, female para-professionals rated they were satisfied with three and were not satisfied with the other three. This means that female para-professionals were satisfied with: opportunities provided by their institution for further professional education; encouragement received from their institution for better performance and opportunities to attend workshops/seminars/training courses. On the other hand, they rated that they were not satisfied with: sponsorship policy of the institution for further studies; kindness and support of their institution to improving their personal skills and encouragement to attend training programmes to improve the latest technological skills.

Table two revealed that both male and female para-professionals were not satisfied with their jobs as regards promotional opportunities. Male para-professionals were satisfied only with the criteria for promotion in their various institutions and the implementation of the criteria for promotion. On the other hand, female para-professionals were satisfied only with the implementation of the criteria for promotion. The finding in table three revealed that para-professionals in universities were satisfied with their job as regards staff development while para-professionals in polytechnics and colleges of education were not satisfied with their jobs as regards staff development. This means that para-professionals in universities were satisfied with opportunities provided by their institution; sponsorship policy of their institution for further studies; encouragement received for better performance; opportunities to attend workshops/seminars/training courses; and university kindness and support for improving personal skills. More so, para-professionals in polytechnics were satisfied with encouragement received for better performance; opportunities to attend workshops/seminars/training courses; and polytechnics kindness and support for improving personal skills. Finally, para-professionals in colleges of education were only satisfied with opportunities to attend workshops/seminars/training courses and kindness and support for improving personal skills.

## **Conclusion**

Based on the findings, the study concluded that male para-professionals were satisfied with their jobs as regards staff development when compared to female para-professionals who were not satisfied; both male and female para-professionals were not satisfied with their job based on promotional opportunities in academic libraries; The study also concluded that para-professionals in university libraries are satisfied with their jobs as regards staff development

when compared with their counterpart in polytechnics and colleges of education who are not satisfied.

### **Recommendations**

1. The universities, polytechnics and colleges of education management should endeavor to provide a level playing ground for equal opportunities between male and female para-professionals staff by ensuring that basic needs for academic excellence are provided for all, irrespective of gender.
2. There should be recognition and in-service training programme for para-professionals
3. The management of academic libraries should develop and sustain policies that will enhance factors of job satisfaction, such as: staff development, promotional opportunities and reward system so that they can discharge better services to library users, in order to enhance productivity of the staff and accomplish the institutional objectives.

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