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## A Comparative Study of the Determinants of Job Satisfaction among Male and Female Para-professional Librarians in the Academic Libraries in Gombe State.

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**A COMPARATIVE STUDY OF THE DETERMINANTS OF JOB SATISFACTION  
AMONG MALE & FEMALE PARA-PROFESIONAL LIBRARIANS IN  
ACADEMIC LIBRARIES IN GOMBE STATE.**

**BY**

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**ABSTRACT**

*This study investigated the determinants of job satisfaction among male & female para-professional librarians in academic libraries in Gombe State. A descriptive survey research design was adopted. The population of the study consist all the 187 paraprofessionals in the five academic libraries in Gombe State. The entire population was used without sampling. Data were collected using a structured questionnaire. This instrument was validated by three experts. The reliability of the instrument was determined using Cronbach Alpha which yielded an overall co-efficient value of 0.79. 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 while their female counterpart are not; the findings also revealed that there is no significant difference in the mean response of male and female para-professional librarians on their level of job satisfaction based on reward system and promotional opportunities in academic libraries in Gombe State. Based on these findings, the researcher recommended among others that the management of academic libraries in Gombe State 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 achieved the institutional objectives. The board of academic libraries should also endeavor to provide a level playing ground for equal opportunities between male and female para-professional librarians 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:** Determinants, Job Satisfaction, Male & Female Para-Professional Librarians, Academic Library, Gombe State.

## **Introduction**

The academic institution is generally regarded as a custodian of knowledge where students from different disciplines acquire knowledge and skills for self-development. Acquisition of knowledge is necessary for greater understanding and participation community affairs and to prepare one for future contribution to the society. According to Oketunji in Okachi (2013), academic institutions contribute towards the solution of problems as well as preparatory ground for creativity and independent thinking. But this achievement depends considerably on the level of service and resources provided by the academic library.

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-professional librarians. According to Olu (2013), para-professional librarians 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. In a similar vein, the librarians are professionals with a degree in library and information science (Aziagba, 2009). The para-professional librarians job responsibilities include bar code reading of book spines; word processing as well as assisting professional librarians in the discharge of their duties (Saka & Salman, 2014). Therefore, exerting these job responsibilities lies on the determinants of job satisfaction para-professionals use in carrying out their duties.

Job satisfaction of male & female para-professionals' librarians 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 librarian 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-professional librarians 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-professional librarians remain critical to the actualization of academic library goals and objectives. Supporting this view, empirical studies reaffirmed that an appreciation of the determinant 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-professional librarians 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 comparative study of the determinants of job satisfaction among male and female para-professional librarians in academic libraries in Gombe state.

## **Objective of the Study**

1. To determine the level of job satisfaction based on reward system between male and female Para-professional librarians in the academic libraries in Gombe State.
2. To determine the level of job satisfaction based on staff development between male and female para-professional librarians in academic libraries in Gombe State.
3. To determine the level of job satisfaction based on promotional opportunities between male and female para-professional librarians in academic libraries in Gombe State.

## **Research Questions**

1. What determines the level of job satisfaction based on reward system between male and female para-professional librarians in the academic libraries in Gombe State?
2. What is the determinants of job satisfaction based on staff development between male and female para-professional librarians in the academic libraries in Gombe State?
3. What is the determinants of job satisfaction based on promotional opportunities between male and female para-professional librarians in the academic libraries in Gombe State?

## **Hypotheses**

1. Gender does not significantly determine the level of job satisfaction between male and female para-professional librarians in the academic libraries in Gombe State based on reward system.
2. Gender does not significantly determine the level of job satisfaction between male and female para-professional librarians in the academic libraries in Gombe State based on promotional opportunities

## 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 “Determinants of Job Satisfaction among male and female Para-

Professionals in Academic Libraries Questionnaire” (DOJAMFSPALQ) 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 Bauchi 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 determines the level of job satisfaction based on reward system between male and female para-professional librarians in the academic libraries in Gombe state?

**Table 1: Male and female para- professionals’ responses on job satisfaction based on reward system in academic libraries in Gombe State (N = 187)**

S/N	What is your level of job satisfaction as regards:	Resp.	$\bar{X}$	SD	Remarks
13	your salary in relation to your educational qualification	Male	3.20	0.94	Satisfied
		Female	3.03	0.99	Satisfied
14	your salary in relation to your experience	Male	2.02	1.08	Not Satisfied
		Female	2.28	1.06	Not Satisfied
15	your salary in relation to the nature of work being performed	Male	3.63	0.68	Satisfied
		Female	3.59	0.72	Satisfied
16	Benefits provided for additional qualification	Male	2.43	1.00	Not Satisfied
		Female	2.54	0.93	Satisfied
17	With annual increment of my salary	Male	3.21	0.91	Satisfied
		Female	3.38	0.73	Satisfied
18	the administration of the welfare scheme e.g availability of loan, medical, housing etc	Male	2.80	0.87	Satisfied
		Female	2.87	0.84	Satisfied
19	recognition given to you compared to other academic staff	Male	2.18	0.93	Not Satisfied
		Female	2.09	0.89	Not Satisfied
20	administrative treatment given to me compared to academic staff	Male	2.49	1.09	Not Satisfied
		Female	2.56	0.99	Satisfied
<b>Cluster Mean</b>		<b>Male</b>	<b>2.44</b>		<b>Not satisfied</b>



	Female	2.58	Satisfied
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Result analysis of the table above revealed that both respondents were satisfied with their salary as regards their educational qualification; salary in relation to the nature of work performed; annual increment in salary; administration of welfare scheme while both respondents are not satisfied with their salary in relation to their experience; recognition given when compared to other academic staff. The result however revealed that female para-professionals are satisfied with benefits provided for additional qualification as well as administrative treatment given compared to academic staff over their male counterpart. The cluster means of 2.44 and 2.58 respectively showed that male para-professionals were not satisfied while it however indicated that female para-professional librarians were satisfied with their job based on reward system in academic libraries in Gombe State. Similarly, the standard deviation scores of both male (0.68 – 1.09) and female (0.72 – 1.06) para-professionals indicate that the difference between the standard deviation scores were not much, therefore this shows that the items are similar.

## Research Question 2

What determines the level of job satisfaction based on staff development between male and female para-professional librarians in academic libraries in Gombe state?

**Table 2: Male and female para- professionals' responses on job satisfaction based on staff development in academic libraries in Gombe State. (N = 187)**

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 for better performance	Male	2.68	0.99	Satisfied
		Female	2.69	0.96	Satisfied
4	opportunities to attend workshops/seminars/training courses	Male	2.51	0.69	Satisfied
		Female	2.81	0.91	Satisfied
5	my institution kindness and support for improving personal skills	Male	2.61	1.07	Satisfied
		Female	2.45	0.87	Not satisfied
6	my institution encouragement to attend training programmes to improve the latest technological skills	Male	2.48	0.81	Not satisfied
		Female	2.09	0.69	Not satisfied

Cluster Mean	Male	2.57	Satisfied
	Female	2.48	Not satisfied

**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 means 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. The standard deviation scores of both male (0.69 – 1.07) and female (0.69 – 0.99) para-professionals indicate that the difference between the standard deviation scores were not much, therefore this shows that the items are similar.

### **Research Question 3**

What is the determinants of job satisfaction based on promotional opportunities between male and female para-professional librarians in the academic libraries in Gombe state?

**Table 3: Respondents' mean and standard deviation scores on job satisfaction based on promotional opportunities among male and female para-professionals in the universities, polytechnics and colleges of education academic libraries**

(N = 187)					
S/N	What is your level of satisfaction as regards:	Resp.	$\bar{X}$	SD	Remarks
27	the criteria for promotion of the para-professionals in my institution	Univ	2.71	0.91	Satisfied
		Poly	2.84	0.87	Satisfied
		CoE	2.65	0.77	Satisfied
28	administrative barriers for getting my promotions	Univ	2.39	1.07	Not satisfied
		Poly	2.36	1.06	Not satisfied
		CoE	2.41	1.04	Not satisfied
29	the implementation of the criteria for your promotion	Univ	2.49	0.88	Not satisfied
		Poly	2.28	0.91	Not satisfied
		CoE	2.19	0.86	Not satisfied
30	the recommendations from your head of department about your promotion	Univ	2.85	0.71	Satisfied
		Poly	2.76	0.82	Satisfied
		CoE	2.68	0.92	Satisfied
31	your present position in the job	Univ	2.44	0.79	Not satisfied
		Poly	2.09	0.66	Not satisfied
		CoE	2.74	0.72	Satisfied
32	your promotion since you joined the library	Univ	2.65	0.93	Satisfied
		Poly	2.36	0.94	Not satisfied
		CoE	2.38	0.85	Not satisfied
<b>Cluster Mean</b>		<b>Univ</b>	<b>2.59</b>		<b>Satisfied</b>
		<b>Poly</b>	<b>2.45</b>		<b>Not satisfied</b>
		<b>CoE</b>	<b>2.51</b>		<b>Satisfied</b>

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

The result in the table above revealed that para-professional in universities, polytechnics and colleges of education libraries are satisfied with the criteria for promotion in their institution; the recommendations from their head of department about their promotion while the respondents were not satisfied with administrative barriers for getting their promotions; the implementation of the criteria for their promotion. The result analysis also revealed that para-professionals in

universities are satisfied with their promotion since they joined the university community over their counterparts in polytechnics and colleges of education who are not satisfied. The cluster means of 2.59 and 2.51 revealed that para-professionals in university and college of education libraries in Bauchi State respectively are satisfied with their job based on promotional opportunities while the cluster mean of 2.45 means that para-professionals in polytechnic libraries are not satisfied with their job based on promotional opportunities. Succinctly, the standard deviation scores of para-professionals in universities (0.71 – 1.07), polytechnics (0.66 – 1.06) and colleges of education (0.72 – 1.04) indicate that the difference between the standard deviation scores were not much, therefore this shows that the items are similar.

## Test of Significant Hypotheses

### Hypothesis 1

Gender does not significantly determine the level of job satisfaction between male and female para-professional librarians in the academic libraries in Gombe State based on reward system.

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

Variables	N	$\bar{X}$	SD	df	p-value	$\alpha$ -value	Remark
Male	120	26.56	3.98	234	0.687	0.05	Not significant
Female	116	26.36	3.47				

The result shows a p-value of 0.687 with 234 degree of freedom and  $\alpha$ -value of 0.05. Since the p-value of 0.687 is greater than the  $\alpha$ -value of 0.05 ( $0.687 > 0.05$ ), the null hypothesis is not rejected. This means that there is no significant difference in the mean response of male and female para-professionals on their level of job satisfaction based on reward system in academic libraries in Gombe State.

## Hypothesis 2

Gender does not significantly determine the level of job satisfaction between male and female para-professional librarians in the academic libraries in Gombe State based on promotional opportunities.

**Table 5: t-test analysis of the significant difference between male and female para-professionals on their level of job satisfaction based on promotional opportunities in academic libraries in Gombe State**

Variables	N	$\bar{X}$	SD	df	p-value	$\alpha$ -value	Remark
Male	120	17.27	4.67	234	0.021	0.05	Significant
Female	116	15.88	4.48				

The result in the table above shows a p-value of 0.021 with 234 degree of freedom and  $\alpha$  - value of 0.05. Since the p-value of 0.021 is less than the  $\alpha$ -value of 0.05 ( $0.021 < 0.05$ ), 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 promotional opportunities in academic libraries in Gombe State.

## Discussions of Findings

The main purpose of the study is to find the comparative study on the determinants of job satisfaction among male and female para-professional librarians in the academic libraries in Gombe state. Table one shows Data revealed in research question three indicate that male para-professionals were not satisfied with their jobs as regards reward system while female para-professionals were satisfied with their jobs as regards reward system. This means that male para-professionals were satisfied with their salary in relation to their educational qualification; salary in relation to the nature of works being performed; annual increment in their salary; administration

of the welfare scheme. Similarly, female para-professionals revealed that they were satisfied with their salary in relation to their educational qualification; salary in relation to the nature of work being performed; benefits provided for additional qualification; the administration of the welfare scheme and administrative treatment given to them compared to academic staff. Table two also revealed 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 three 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 results also revealed that para-professionals in universities and colleges of education were satisfied with their jobs as regards promotional opportunities while para-professionals in polytechnics were not satisfied. This means that para professionals in universities were satisfied with: the criteria for promotion; recommendations from the head of department about their promotion and their promotion since they joined the library. Para-professionals in polytechnics were only satisfied with the criteria for promotion; and recommendations from the head of department about their promotion. Similarly, para-professionals in colleges of education were satisfied with: the criteria for promotion; recommendations from the head of department about their promotion and their present position in their job.

## **Conclusion**

Based on the findings, the study concluded that male para-professional librarians were not satisfied with their jobs as regards reward system while female para-professionals were satisfied with their jobs as regards reward system. On the other hand, the male para-professional librarians were satisfied with their jobs as regards staff development when compared to female para-professional who were not satisfied; para-professionals in university and college of education libraries are satisfied with their job as regards promotional opportunities when compared with their counterpart in polytechnics who are not satisfied.

## **Recommendations**

1. The management of academic libraries in Gombe State 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 achieved the institutional objectives.

2. 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.
3. Libraries and information centers should increasingly organize their male and female para-professional librarians work around newly emerging technologies and tools.
4. There should be recognition and in-service training programme for male and female para-professional librarians.



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