



## **Institutional Support and Job Satisfaction of Employees in Federal University Libraries in North-East Geo-Political Zone, Nigeria**

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### **Abstract**

*The study focused on institutional support and job satisfaction of library employees in federal universities in North-east Nigeria. The research adopted a descriptive survey research design and the population for the study is the 314 library employees of federal universities in North-east Nigeria. A total enumeration technique was used to cover three hundred and fourteen (314) employees. Inferential analysis was used to determine the characteristics and descriptions of respondent for each variable indicator and hypothesis using linear regression. The results showed that institutional support of public universities have provided job satisfaction of library employees in North-east, Nigeria ( $R = 0.748$ ,  $R^2 = 0.560$ ),  $F$  (indicated  $df$ ) = 387.021 Sig. = 0.000). The study concludes that institutional support for job satisfaction of library employees is inevitable. It is recommended that university management in charge of that institutional support in North-east, Nigeria universities should put more effort in ensuring job satisfaction of library employees in North-east, Nigeria.*

**Keywords:** Institutional support, Job satisfaction, Library employees, Federal universities, North-east

### **Introduction**

The accomplishment and failures of institutions are the manifestation of several factors, particularly factors that centred on the employees or workforce. They are seen as the most important asset in attaining institutional goals because the greatest concern of institutional management is to get work done by employees. Hence, institutions cannot succeed without their human resource (employees) efforts (Cmar & Kareroglu, 2017). In this regard, employees' organizations must support their employees and ensure that their employees are satisfied. Thus, institutions want their employees to be satisfied to become more productive, efficient and committed (Khan, Khan & Khan, 2018). However, this study goal is to certain underlying psychological factors such as institutional support factors and employees' job satisfaction in federal libraries in North-East Geo-Political Zone, Nigeria.

Institutional support and job satisfaction have been described as key determinants of employees' commitment to the organization (Madhuri, Srivastava & Srivastava, 2014). As



institutions face global competitiveness in modern times due to technological advancement, reputable managers in various institutions are vigorously seeking avenues to gain competitive advantage wherein institutional support and job satisfaction of employees are important factors. Institutional support, organizational support or perceived organizational support as most existing literature features them, are used inter-changeably in this study. Institutional support therefore, is an employees' perception or belief that the institution values his or her contribution to the success of the organization and cares or have a concern about his needs. Alternatively, institutional support refers to employees' perception concerning the extent to which the institution values their contribution and cares about their well-being. Institutional support has been found to have important consequences on employees' job performance and well-being. For instance, institutional support theorists Krishnan and Mary (2016), hold that to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the institution values their contributions and cares about their well-being. Institutional support can be in form of adequate provisions for employees' physical/accommodation and health wellbeing, career goals, supervisor support in form of guidance and recommendations for additional in-service training where necessary, and fair treatment in terms of reward for extra-role performance among others would increase employees' felt obligation to help the institution reach its objectives.

Behavioural outcomes of institutional support would include an increase in in-role and extra-role performance and a decrease in withdrawal behaviours such as absenteeism and turnover. Research on institutional support however began with the observation that if managers are concerned with their employees', employees on the other hand, focus on the organization (Eisenberger, Huntington, Hutchinson, & Sowa, 2015). For employees, the institution serves as an important source of socio-emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits; being regarded highly by the institution, helps to meet employees' needs for approval, esteem, and affiliation. Positive valuation of employees by the institution also provides an indication that increased effort will be noted and rewarded. Employees therefore, take an active interest in this regard with which they are held by their employer (Krishnan & Mary, 2016); expressing that institutional support is one of the most important institutional concepts that keep employees in the organization, since institutional support is known as a key factor increasing job satisfaction of employees.



Moreover, while an employee evaluates his/her institution, he/she often tends to compare the present institution with the previous one and tends to compare the future of his/her job position in the organization with similar positions of other organizations (Kanaga & Browning, 2017). This process employed by employees as a mental process affects the perception of their institutional support. Expectations of this perception in the employee mind are outcomes such as considering employees' goodness by the institution, appreciation in the institution and sharing common values between the institution and employees. Employees supported by their institution, feel this support is given because they are valuable employees for their organizations. Employees who feel their institution values and appreciate them are not only emotionally attached to their institution in terms of affective, normative and continua but equally satisfied with their job.

Job satisfaction on the other hand, is made up of two words "job" and "satisfaction". A job is a work-related act that is carried out by an individual in return for a reward. It means what one does to receive regular payment or appreciation; while satisfaction is the way one feels about events, rewards, people, relations and amount of mental gladness on the job (Somvir & Sudha, 2018; Imran, Arif, Cheem & Azeem, 2017). They also view Job satisfaction as the degree of an employee emotional orientation toward the work role occupied in the organization; claiming that employees or workforce who are satisfied with their job by reasons of several institutional factors such as leadership, pay/salary, co-worker, promotion opportunities, communication flow and working environment among others, feel highly committed to their organization.

Job satisfaction of workers has been a major issue in the field of human resources, psychology and organizations (Mabaso, 2017). Job satisfaction has been defined by Ezeamama (2019) as the level to which workers like their work. It is the attitude displayed by workers towards their jobs. Job satisfaction involves doing a job one loves, doing it well and being compensated. It also implies eagerness and pleasure with the job. It is an essential component of the psychological wellbeing of workers. The influence of job satisfaction on happiness and well-being is undeniable (Ayele, 2014). Job satisfaction has been an issue of concern in every organization irrespective of the organizational structure. Satisfied workers are recognized for good performance. Job satisfaction of employees plays a crucial role in determining the general productivity of workers in every organization.

Job satisfaction is the attitude of the employees towards their wages, working conditions, promotion, and recognition. It is an essential factor for personal fulfilment in the course of



carrying out one's duty. Ansong (2018) opine that it is essential for organizations to satisfy their workers to motivate them to work hard. According to him, job satisfaction is the expression of happiness that workers show towards their work, as a result of certain benefits they get from their job, which affect their decision to stay in the organization for a long period. Job satisfaction is the attitude displayed by workers towards their jobs. It has to do with the perceptions of workers towards their salaries, co-workers, supervision, policies of the organizations, and promotion opportunities. It is usually perceived to be directly connected to productivity and personal well-being.

Job satisfaction has to do with the perceptions of workers towards their salaries, co-workers, supervision, policies of the organizations, and promotion opportunities. It is usually perceived to be directly connected to productivity and personal well-being. Job satisfaction of library personnel is necessary for the achievement of the goals of the university. This study, therefore, investigated job satisfaction among library personnel in public universities in North-east, Nigeria.

From the foregoing, many researchers agree that these variables (Institutional support and Job satisfaction) do influence employees' commitment to the organization. Although, institutional support and job satisfaction influence have been treated in isolation concerning employees' commitment, they have not been given joint treatment in federal universities. Therefore, analysing the relationship between these variables is particularly crucial. This research intent has however received considerable attention in the United States and Europe, it is not so in Nigeria especially in North-eastern Nigeria. Moreover, the findings of most researchers on employees' commitment in western society may not be directly the same or applicable to developing countries because of their different economic and socio-cultural factors or considerations. The question could the poor organizational commitment among librarians observed by Aborishade and Obioha (2019), be due to poor institutional support and low job satisfaction? There is, therefore, an urgent need to examine the "institutional support, job satisfaction and employees' commitment in federal university libraries in North-East Geopolitical Zone, Nigeria".

## **1.2 Statement of the Problem**

There are several mechanisms/agencies put in place by the government such as the Service Compact (SERVICOM) to check service failure among public servants has not yielded any significant result which could be due to several managements' related factors such as poor



institutional support and low level of job satisfaction of employees among others. By way of emphasis, studies and the researcher's observation where he had worked, there exist poor institutional support among librarians; librarians in these institutions demonstrate lack of dedication and commitment to their organization; some show signs of regret in taking the profession as a career choice, as such show lack of commitment; and many are intending to leave if they find a better offer elsewhere. Although some studies have been done on identifying librarians' level of job satisfaction and their commitment to the organization, little or no work has addressed the composite influence of institutional support and job satisfaction factors of employees in federal university libraries in Nigeria. Hence, this study intends to investigate the influence of "institutional support and job satisfaction of librarians in federal university libraries in North-East Geo-Political Zone, Nigeria".

### **1.3 Objective of the Study**

The main objective of this study is to investigate the influence of institutional support on job satisfaction on employees in federal university libraries in North-East Geo-Political Zone, Nigeria. The specific objectives are to:

1. ascertain the extent of institutional support of employees in federal university libraries in North-East Geo-Political Zone, Nigeria;
2. determine the level of job satisfaction of employees in federal university libraries in North-East Geo-Political Zone, Nigeria;
3. examine the relative influence of institutional support on job satisfaction of employees in federal university libraries in North-East Geo-Political Zone, Nigeria;

### **1.4 Research Questions**

The following research questions will be used to guide the study:

1. To what extent are employees given institutional support in federal university libraries in North-East Geo-Political Zone, Nigeria?
2. What is the level of job satisfaction of employees in federal university libraries in North-East Geo-Political Zone, Nigeria?

### **1.5 Hypotheses**

The research hypothesis was tested at a 0.05 level of significance to further guide the study:

H<sub>01</sub>: There is no significant relative influence of institutional support on job satisfaction of employees in federal university libraries in North-East Geo-Political Zone, Nigeria.



## **Literature Review**

Previous studies also demonstrated that institutional support given to employees by their organization engenders improvement of positive behaviours and attitudes like affective and normative commitment, and sometimes on continuous commitment (Colakoglu, Culha & Atay, 2016). The amount of institutional support employee perceives from the organization has been proved to influence employees' job attitudes. Moreover, Konijnenburg (2016), indicates that perceived institutional support relates to a large extent the quality of the relationship between the organization and the employees in form of institutional concern on employees' wellbeing, supervisor support and fair treatment.

Studies of employees' attitudes and behaviours have gained much importance to determine employees' possible future behaviours or commitment at work place. Employees' perception about organizational attitude regarding their support is based on organizational employees' caring activities; for example, rewarding employees' contribution, employees' well-being programs and opportunities for employees to have participation in key organizational decisions (Beheshtifar & Zare, 2017). Such institutional support would ultimately shape employees' work attitudes in institutions in form of commitment or lack of it. Deductively, institutional support induces feelings such as being important and being useful for the organization and these feelings improve the personal function of employees. Most literature as highlighted above, have proved that institutional support encourages employees to work better and more effectively, as it encourages employees to satisfy their managers and the organizational expectations as they see the organization trying to meet their needs and improve their working and family lives or wellbeing.

Fakhraei, Imami and Manuchehri (2015), argue that when employees feel satisfied and supported by their organization, they will try to work better and then they will feel committed to the organization and leaving the organization would be difficult for them. This is not often the case with librarians, as studies have shown that most librarians in the public sector have the intention to quit their job if they find a better one unlike their counterparts in a private corporate system such as the oil and related industries for instance. Hence, Aborishade and Obioha (2019) report that librarians in most public institutions demonstrate a lack of dedication and commitment to their organization and that some show signs of regret and dissatisfaction and as such show lack of commitment; and many are intending to leave if they find a better offer somewhere else. In other words, institutional support plays a salient role in employees' job satisfaction and employees' commitment to the organization of any type



including libraries/librarians based on the relationship between institutional support, job satisfaction and dimensions of employees' commitment as projected in social exchange and social identity theory.

### **Design**

The study made use of a descriptive survey research design. The population for the study is the 314 library employees of federal universities in North-east Nigeria. A total enumeration technique was used to cover three hundred and fourteen (314) employees in federal university libraries in North-East Geo-Political Zone, Nigeria. Three hundred and fourteen copies were properly filled, returned and used for analysis.

### **Result and Discussion of Findings**

**Table 1: The extent of institutional support**

<i>Questionnaire Items</i>	<i>VHE</i> <i>4</i>	<i>HE</i> <i>3</i>	<i>LE</i> <i>2</i>	<i>VLE</i> <i>1</i>	<i>Total</i>	<i>Mean</i>	<i>ST.D</i>
The institution takes pride in my career development and accomplishments at work to a great extent	8	126	156	24	314	2.65	0.652
My organization show adequate support to employees' needs and aspirations to a reasonable extent	5	130	154	25	314	2.36	0.646
Even if I did the least job possible, the institution would notice and appreciate it for improvement to a reasonable level	14	119	149	32	314	2.35	0.706
To what extent does your institution/supervisor ignore complaints from you	7	120	152	35	314	2.30	0.680
To what extent does your institution give adequate technological development support for employees.	11	100	172	31	314	2.27	0.671
To what extent does your institution care about your physical well-being both at work and at home	12	82	181	39	314	2.20	0.684
To what extent does your institution appreciate any extra effort from you in form of fringe benefits or promotion	9	76	186	43	314	2.15	0.671
My institution provides good working environment for employees to a considerable extent	7	57	213	37	314	2.09	0.589
<b>Overall Mean Ratings</b>						<b>2.30</b>	<b>0.660</b>

Table 1. on the average, respondents indicated that the extent at which library employees are given institutional support in federal universities in North-East Geo-Political Zone, Nigeria, is low, judging from the overall mean score of 2.30 and STD of 0.660 based on the cut-off



point of 2.50. However, the respondents show specifically that the level at which the institution takes pride in their career development and accomplishment at work is high (M=2.65 and STD=0.652). On average also, respondents indicated that institution show low support to employees' needs and aspirations with a mean score of 2.36 and STD of 0.646. the result from the table disclosed that respondents indicated that institutions do not notice and appreciate any extra effort from them with a low mean score of 2.35 and STD of 0.706. The result also reveals that respondents on average indicated that institutions/their supervisors ignore complaints from them with the mean score of 2.30 and STD 0.680. This suggests that librarians are given a low level of supervisors' support. The result further reveals a low level of institutional support for librarians in terms of adequate technological development support for staff, their physical well-being are not been cared for both at home and at work; as well as that the institution does not appreciate any extra effort made in form of fringe benefit or promotion with a mean score of 2.27, 2.20 and 2.15 with the following STD of 0.671, 0.684 and 0.671 respectively. Similarly, a good working environment for staff is also eluding with a low mean score value of 2.09, and STD of 0.589.

**Table 2: level of job satisfaction of the respondents**

Statement	VH (%) 4	H (%) 3	L (%) 2	VL (%) 1	M	SD	AM
<b>Promotion</b>							
My promotion is regular	126	159	0	29	3.28	(.77)	2.57
	(41)	(52)	(0)	(7)			
My immediate boss is interested in my career progress	109	139	57	0	3.17	(.72)	
	(36)	(46)	(19)	(0)			
My boss recommends me for promotion regularly	16	4	109	176	1.54	(.77)	
	(5)	(1)	(36)	(58)			
My promotion corresponds with the level of my input in the library	12	0	153	140	1.62	(.69)	
	(4)	(0)	(50)	(46)			
My promotion boosts the level of my job performance	141	122	9	33	3.22	(.94)	
	(46)	(40)	(3)	(11)			
<b>Conducive work environment</b>							
My office is conducive for working	16	0	131	158	1.59	(.75)	
	(5)	(0)	(43)	(52)			
My workmates are friendly	155	109	15	26	3.29	(.90)	
	(51)	(36)	(5)	(9)			
							2.29





I am happy to go to work everyday	59	135	111	0	2.83	(.73)	
	(19)	(44)	(36)	(0)			
I have the resources I used to work effectively	0	4	132	169	1.46	(.52)	
	(0)	(1)	(43)	(55)			
<b>Employee recognition</b>							
My opinion on work issues is respected	0	2	213	90	1.71	(.47)	
	(0)	(1)	(70)	(30)			
I am allowed to use my initiative on the job	0	2	166	137	1.56	(.51)	1.52
	(0)	(1)	(54)	(45)			
I am well respected	0	2	85	218	1.29	(.47)	
	(0)	(1)	(28)	(71)			
<b>Overall mean</b>							<b>2.13</b>

**Key:** VH = Very High, H = High, L = Low, VL = Very Low, M = Mean, SD = Standard Deviation; AM = Average Mean

**Decision Rule:** 1-1.4 = VL (Very Low), 1.5-2.4 = L (Low), 2.5-3.4 = H (High), while 3.5-4 = VH (Very High) the criteria mean = 2.50 that is that is  $4+3+2+1=10 \div 4 = 2.5$ . This implies that any score less than 2.5 is consider low

It can be deduced from Table 2 that library staff in federal university libraries considered their level of job satisfaction to be low, judging by the average mean score of 2.13 on the scale of 4. Similarly, on recognition as a predictor of job satisfaction, it was low (average mean= 1.52), which implies that the library staff in the federal university libraries investigated were not well respected in their universities. In relation to the conducive work environment, it was also low (average mean= 2.29), meaning that the environment where the library staff investigated work was not conducive enough. Promotion opportunities were high (average mean =2.57). This implies that the library staff are promoted regularly and this may improve their level of job satisfaction.



**Table 3. Influence of institutional support and job satisfaction on employees**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error			
(Constant)	-2.692	.313		-8.611	.000
Institutional support	1.752	.089	.748	19.673	.000

**Dependent Variable: Job Satisfaction of Employees**

**R = 0.748    R<sup>2</sup> = 0.560    F = 387.021    Sig. = 0.000**

**Significant at 0.05 level**

Table 3: shows an R-value of 0.748 which indicates that there is a 74.8% strong positive correlation between institutional supports of job satisfaction of employees. The R<sup>2</sup> of 0.560 reveals that the independent variable (institutional support) accounts for 56% of the variations in the job satisfaction of employees. The result further reveals that the independent variable has a positive coefficient of interaction, which indicates that the institutional supports of federal universities in North-East Geo-Political Zone, Nigeria has a positive influence on of job satisfaction of library employees.

Furthermore, the results also revealed that holding the influence of institutional supports of federal universities constant, the job satisfaction of library employees will be running on negative returns ( $\beta < 0$ ). However, the coefficient of institutional supports of federal universities ( $\beta = 1.752$ ), indicates that one unit increase or improvement in the institutional supports of federal universities will result in a 1.752 unit increase or boost on their job satisfaction. Also, with an F statistic of 387.021 which is significant at  $p < 0.05$ , we will reject the null hypothesis which states that institutional supports will not significantly influence job satisfaction of employees in federal university libraries in North-East Geo-Political Zone, Nigeria, and rather imply that institutional supports have significant influence on job satisfaction of library employees.

**Conclusion and Recommendation**

Institutional support is one of the motivational factors that bring about job satisfaction of library employees in federal universities in North-east Nigeria. It could be concluded based on the finding of the study that the majority of library employees believe that the institutional support provided to them by their universities is low. The library staff in federal university libraries also considered their level of job satisfaction to be low. This implies that the library



staff in the federal university libraries investigated were not well respected in their universities. Finally, the result indicates that there is a strong positive correlation between institutional supports of job satisfaction of employees. The study therefore, recommend that the universities management and the library heads need to do more in providing institutional supports that will lead to job satisfaction of librarians, this will in turn lead to the high job performance of library staff in their respective universities.

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