

# Employee Satisfaction with Team Work, Working Conditions and Job Satisfaction: A Study on Library Staff in Federal and State University Libraries in South East Nigeria

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## Abstract

**Purpose:** This study investigated satisfaction with training, teamwork and work conditions among library staff in federal and state university libraries in South East Nigeria. The general objective was to determine the level of satisfaction of library staff with the variables.

**Design/Methodology/Approach:** A descriptive survey; the population of the study consisted of 273 library staff in five federal and five state university libraries in South East Nigeria. A questionnaire was used to collect data for the study. The questionnaire was pretested using the Cronbach coefficient alpha. A total of 273 copies of the questionnaire were distributed to respondents. Out of this number, 228 (84%) copies were returned and found correctly filled. Mean and Standard deviation was used for data analysis.

**Implications:** The results revealed that library staff in federal and state university libraries in South East Nigeria were satisfied with training, teamwork and work conditions. Following the results, it was recommended, among other things, that library managements should further improve staff satisfaction by implementing strategies aimed at enhancing training, teamwork and work conditions for their staff.

**Originality Value:** The study provides an empirical insight on the satisfaction levels of library staff with training, teamwork and work conditions. The study has implications for practice.

**Paper type:** Empirical

**Keywords:** Training, Teamwork, Work conditions, Job satisfaction, Library staff University libraries, Academic libraries, Nigeria.

## Introduction

The university library is an important arm in any university because of its contribution to the teaching, learning and research functions of universities. Library managements rely on library staff for the smooth running of the library. To this extent, library staff are arguably far more important than other resources owned by a university library including capital and machines.

Since the library staff are charged with the responsibility of the day to day functioning of the university library, invariably their attitude to job performance will result to either success or failure of the institution. It is important that library staff are satisfied at work since only a satisfied worker will be dedicated, committed and willing to go the extra mile for his/her organisation. On the other hand, a dissatisfied worker is more likely to exhibit negative

organisational citizenship behaviours such as lateness to work, absenteeism, and lack of commitment, poor job performance and low productivity at work. Some of the factors identified in the literature to play a role in employee satisfaction include training, teamwork and working conditions. Given the pivotal role of library staff in federal and state university libraries in South East Nigeria, it is important to find out the level of their satisfaction with training, teamwork and work conditions.

Given the role of library staff in the running of universities libraries in South East Nigeria, it is important to investigate the levels of their satisfaction with these factors.

## Objectives of the Study

The general objective of this study is to find out the satisfaction levels of library staff in federal and state university libraries in South East

Nigeria with training, teamwork and working conditions. Specifically, the study seeks to do

1. Determine the level of satisfaction of library staff in federal and state university libraries in South East Nigeria with training
2. Find out the level of satisfaction of library staff in federal and state university libraries in South East Nigeria with teamwork
3. Ascertain the level of satisfaction of library staff in federal and state university libraries in South East Nigeria with work conditions
4. Ascertain the strategies to enhance satisfaction of library staff in federal and state university libraries in South East Nigeria.

### **Literature Review**

Put simply, satisfaction is how content or satisfied an individual is with a thing or condition. Ordinarily, satisfaction refers to how happy or content employees are with their jobs or aspects of their jobs. By way of definition, it is seen as the level of fulfilment of one's needs, wants and desire, and basically depends upon what an individual want from the world, and what he gets. In the organisational context, satisfaction refers to the measure of fulfilment of one's professional related wants, desires and needs, and the level of accomplishment therefrom (Pauceanu, Sanyal and Hisam (2016). Some factors have been reported to contribute or influence the job satisfaction of employees. This includes training, teamwork and working conditions. For instance, in their study among academic librarians in Edo and Delta States, Tinuoye, Omeluzor and Akpojotor (2016) found that work environment, remuneration, fairness, promotion and training significantly influenced their job satisfaction. Ranaweera, Li and Bodhinayaka (2018) in their study among library staff in university libraries in Sri Lanka, found that the library employees were moderately satisfied with their jobs and in general with co-workers (teamwork), salary and benefits, physical working condition, career development opportunities, work itself, appreciation and feedback identified.

Bakare (2012) defines training as the systematic development of the knowledge, skills, and

the following:

attitudes required by a person in order to effectively perform a given task or job. Sharma, Saclana and Kaur (2011) define training as a conscious effort made to improve or increase the skills, powers or intelligence of an employee and to develop his abilities and schemes of value in a desired direction. Bakare (2012) posit that job training is a strong predictor of overall individual wellbeing because trained employees are more satisfied with their job than those that are not trained. According to him, training also plays a role in retention and exit of employees because when employees are trained at a high level, it increases their job satisfaction and motivates them to stay with the organisation. On the other hand, Asaju (2008) posits that employees that are trained at low level have increased tendency to exit an organisation.

Teamwork is another factor that has the tendency to affect employee satisfaction positively or negatively. Robbin and Judge (2007) make a differentiation between a work group and a work team. According to them, a work group consists of a group of employees that interact with each other for the primary reason of sharing information and making decisions that assist individual members in carrying out their duties. A work team on the other hand, is a group of employees who pull their individual efforts so as to achieve a performance that is greater than the sum of their individual inputs. According to Atkinson and Frechette (2009) the feeling of belonging to an organisation is characterized by cohesion, mutual support, trust and pride. If there is a perception that members of the work team are not approachable, an atmosphere of unfriendliness is exhibited. Furthermore, Wright et al. cited in Agwu note that team building that aims at increasing employees' skills, and directly impacts on their motivation, commitment and satisfaction. Rowden and Conine (2003) also contend that workplace learning acquired through teamwork is responsible for a considerable part of the workers sense of job satisfaction.

Furthermore, the work environment is very important to employees given that they spend a good amount of time there. Work condition refers to the quality of the equipment, technology and the general condition of the environment in terms of temperature, lighting, space and so on. When the work environment is good, it motivates workers as it gives them a feeling of safety and

comfort and encourages their productivity (Farokhi and Murty, 2014). In support, Abboud (2010) posit that a work environment that has clean air ventilation, personal work space, moderate room temperature, absence of certain odours and so on acts as positive stimuli while one that is characterized by overcrowded work space, excess noise, confined personal movement etc are negative stimuli. Bakotiae and Babiae (2013) also argue that the equipment (machinery, equipment, plant, tools, supplies, laboratory equipment, etc.) that employees use in their work has to be functional and correct to avoid injuries at work or reduced performances. Farokhi and Murty (2014) agree that office decor, office size and the physical space allotted to a person at work can induce either a positive or negative attitude in the employee. The foregoing highlights the role of training, teamwork and work condition on employee satisfaction. There is the underlying assumption that when these factors are present, the employees' are satisfied and by implication their job performance improves.

### **Methodology**

The correlational research design was adopted in this study. The area of the study was South-East, Nigeria comprising five states: Abia State, Anambra State, Ebonyi State, Enugu State and Imo State. The population of the study comprised of 273 library staff in the libraries of the five federal and five state universities in South-East, Nigeria. This was made up of 98 librarians and 175 support staff. The federal universities in the South-East zone are: University of Nigeria, Nsukka (UNN), Nnamdi Azikiwe University, (NAU) Awka, Federal University of Technology, (FUTO) Owerri, Michael Okpara University, Umudike and Federal University, Ndufu-Alike (FUNAI), Ebonyi State. The state universities are: Abia State University, (ABSU) Uturu, Odumegwu Ojukwu University of Science and Technology, Uli, Ebonyi state University (EBSU), Abakiliki, Enugu state University of Science and Technology (ESUT), Enugu and Imo State University (IMSU), Owerri.

The instrument for data collection was a questionnaire designed by the researcher. It

featured statements on work conditions, teamwork and training. The instruction required respondents to tick their responses placed on a four-point scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) with value point 4, 3, 2, and 1 respectively.

Face and content validity of the instrument was carried out by three experts: To test for reliability, the instrument was administered to five librarians and five library support staff from the University Library, University of Port Harcourt, Rivers State, Nigeria, and the data collected were analysed using the Cronbach Alpha reliability test. The Cronbach Alpha reliability coefficient revealed that the reliability of the constructs as follows: training (.97); teamwork (.98); and working conditions (.96). These results showed that the instrument was reliable and was effective and appropriate for data collection.

The researcher administered the questionnaire to librarians and library support staff in the sampled university libraries with the help of properly guided research assistants. The respondents were allowed time to fill the questionnaire and the research assistants helped in retrieving the completed questionnaires. Out of 273 copies of the questionnaire administered in 10 university libraries (5 federal and 5 states) in South East Nigeria, 228 were returned indicating 83.5% return rate. As a result, data analysis was done using 228 (83.5%) copies of completed questionnaire. Mean scores were used for data analysis. Real limits of numbers according to the following classification was used: Very high: 3.50 to 4.00; High: 2.50 to 3.49, Low: 1.50-2.49, and Very Low: 0.50 to 1.49. In essence, mean scores from 2.50-4.00 indicates satisfaction while mean scores from 1.50-2.49 indicates dissatisfaction.

### **Results**

#### **Objective 1**

Determine the level of satisfaction of library staff in federal and state university libraries with training.

**Table 1: Summary of mean and standard deviation of responses of library staff in federal and state university libraries in South East Nigeria on satisfaction with training**

Training	Mean		SD		Total Mean F&S	SD
	F	S	F	S		
New employees receive the necessary orientation	3.08	2.87	0.715	0.750	2.97	0.732
Training programmes are often relevant to staff job duties	3.04	2.77	0.778	0.758	2.90	0.768
On-the-job trainings are provided for staff in case of new technologies	3.16	2.95	0.715	0.830	3.05	0.772
In-service educational opportunities exist	2.86	2.60	0.814	0.887	2.73	0.850
Trainings are provided to all categories of staff	3.21	2.87	0.613	0.813	3.04	0.713
Trainings are regularly provided	2.60	2.28	0.827	0.805	2.44	0.816
<b>Grand Total Mean/SD</b>	<b>2.99</b>	<b>2.72</b>	<b>0.743</b>	<b>0.807</b>	<b>2.85</b>	<b>0.775</b>
<b>Job satisfaction (overall)</b>	<b>3.03</b>	<b>2.94</b>	<b>0.332</b>	<b>0.309</b>	<b>2.99</b>	<b>0.320</b>

Cut-Off Mean = 2.50, N (Federal) = 146, N (State) = 82 and N (Total) = 228, F = Federal universities, S= State universities

Source: Researcher's field survey

Table 1 above presents the descriptive statistics on satisfaction of library staff in federal and state university libraries with training. The results show that the grand total mean score for respondents in the two university systems is 2.85 (SD=.775). Table 8 further shows that the librarians and library support staff in federal university libraries have a higher total mean score on training (M= 2.99, SD=.743) than that of those in the state university libraries (M=2.72, SD=.807). This indicates that the library staff in the federal university libraries have slightly higher levels of satisfaction with training. The table further reveals that the library staff in both federal and state university libraries have the lowest total individual mean score on the

statement that trainings are regularly provided, where those in federal university libraries scored 2.60 (.743) and state university libraries, 2.28 (SD=.807). The mean score for the state university libraries on that statement, and also the total individual mean score of 2.44 (.816) for both federal and state university libraries is below 2.50, indicating disagreement. However, since the grand total mean score for both federal and state university library staff is 2.83 (SD=.734) and above the cut-off mean of 2.50, the indication is that they are very satisfied with training.

### Objective 2

Ascertain the level of satisfaction of library staff in federal and state universities with teamwork

**Table 2: Summary of mean and standard deviation of responses of library staff in federal and state university libraries in South East Nigeria with teamwork**

Teamwork	Mean		SD		Total Mean F&S	SD
	F	S	F	S		
Work group offer support and encouragement to each other to succeed	3.07	2.95	0.691	0.683	3.01	0.687
Efforts are acknowledged by work group	3.14	3.02	0.639	0.647	3.08	0.643
Friendly atmosphere exists among members of work groups	2.83	2.85	0.773	0.650	2.84	0.711
Members of work groups value each other's contributions	2.99	3.00	0.738	0.754	2.99	0.746

Work group members have confidence and trust in one another	3.01	2.98	0.700	0.753	2.99	0.726
<b>Grand Total Mean/SD</b>	<b>3.00</b>	<b>2.96</b>	<b>0.708</b>	<b>0.697</b>	<b>2.98</b>	<b>0.702</b>
<b>Job satisfaction (overall)</b>	<b>3.03</b>	<b>2.94</b>	<b>0.332</b>	<b>0.309</b>	<b>2.99</b>	<b>0.320</b>

Cut-Off Mean = 2.50, N(Federal) = 146, N(State) =82 and N(Total)=228, *FU* = Federal university, *SU* = State Universities

Source: Researcher's field survey

The descriptive statistics for the items in teamwork are presented in Table 3 above. From the table, the grand total mean score for library staff in both federal and state university libraries is 2.98 (SD=.702). The grand total mean score for library staff in federal university is 3.00 (SD=.706) while that of state university libraries is 2.96 (SD=.697). This suggests a higher level of satisfaction with teamwork by those in the federal university libraries. Furthermore, since the grand total mean scores together with the individual

total mean scores of items for library staff in federal and state university libraries are above the cut-off mean of 2.50, the indication is that the library staff in both federal and state university libraries are very satisfied with teamwork.

### Objective 3

Find out the level of satisfaction of library staff in federal and state university libraries with work conditions

**Table 3: Summary of mean and standard deviation of responses of library staff in federal and state university libraries in South East Nigeria with work conditions**

Working Conditions	Mean		SD		Total Mean F&S	SD
	F	S	F	S		
The physical set up at work (furniture, lighting, air conditioning, fans etc.) enhances job performance	3.21	3.15	0.849	0.818	3.18	0.833
The quality of tools provided enhances job performance	3.23	3.17	0.839	0.940	3.20	0.889
The work environment is welcoming	2.59	2.51	0.900	0.864	2.55	0.882
The work environment is noise free	2.99	2.77	0.843	0.836	2.99	0.839
Working materials are readily available	2.99	2.85	0.680	0.739	2.93	0.709
<b>Grand Total Mean/SD</b>	<b>3.00</b>	<b>2.89</b>	<b>0.822</b>	<b>0.839</b>	<b>2.95</b>	<b>0.830</b>
<b>Job satisfaction (overall)</b>	<b>3.03</b>	<b>2.94</b>	<b>0.332</b>	<b>0.309</b>	<b>2.99</b>	<b>0.320</b>

Cut-Off Mean = 2.50, N(Federal) = 146, N(State) =82 and N(Total) =228

Source: Researcher's field survey

In Table 3 above, the descriptive statistics of satisfaction with work conditions is presented. The results reveal that the grand total mean score for library staff in both federal and state university libraries for this teamwork is 2.95 (SD=.830). The table further shows that the grand total mean score for library staff in federal university libraries is 3.00 (SD=.822) while for state university library it is 2.89 (SD=.839) indicating that those in the federal university libraries have a higher level of satisfaction on work conditions. The results reveal that the overall mean score, the grand total mean scores

and the total mean scores of the individual items in the construct for library staff in both federal and state university libraries is above the 2.50 cut-off mean score. The indication is that respondents in the two university systems are very satisfied with work conditions.

### Objective 4

Ascertain the strategies to enhance satisfaction of library staff in federal and state university libraries with training, teamwork and work conditions.

**Table 4: Summary of mean and standard deviation of responses of library staff in federal and state university libraries on strategies to satisfaction among library staff in federal university libraries in South East Nigeria**

Strategies	Mean		SD		Total Mean F&S	SD
	F	S	F	S		
Communication channels should be open and two-way for efficiency	3.60	3.55	0.50	0.50	3.57	0.50
The working conditions should be improved by provision of workspace, furniture, tools, fans and air conditioners etc.	3.55	4.06	0.54	4.50	3.80	2.52
High performing staff should be recognized and adequately rewarded through financial and non-financial methods	3.13	3.12	0.84	0.82	3.12	0.83
All categories of staff should be given equal in-service training opportunities such as grants, study leave with pay, on the job trainings etc	3.60	3.57	0.56	0.57	3.58	0.56
Team members should be supportive	3.22	3.18	0.70	0.72	3.2	0.71

Cut-Off Mean = 2.50, N(Federal) = 146, N(State) = 82 and N (Total)=228

Source: Researcher's field survey

Table 5 presents the descriptive statistics of responses of library staff in university libraries in South East Nigeria on strategies to enhance job satisfaction. The grand total mean on the individual items for library staff is used to report the results. The results show that library staff in both federal and state university libraries agree that all the strategies will enhance satisfaction; given that all the individual item total scores are above 2.50. The grand total of the individual items in the construct in the order of scoring and presented in terms of dimensions is as follows: working conditions (M=3.80, SD=2.517), training (M= 3.58, 3.58, SD= .562), and teamwork (M= 3.2, SD= .711). The result indicates that respondents agree that all the strategies listed are effective for enhancing the satisfaction of library staff. It also reveals that there is no difference between the mean scores of librarians and library support staff from the two university systems.

### Discussion

The descriptive statistics on training reveal that library staff in federal university libraries have a higher mean score than those in the state. This may be explained by the fact that federal universities are more funded than the states and so are likely to provide more training and sponsorship opportunities to their staff. However, the grand total mean score reveals that respondents in both university systems are satisfied and have a high-level perception of the training dimension. Ahmad, Ahmad, Ahmad and Nawas (2010) contend that development oriented organisations are those where employees have opportunities to enhance professional capabilities resulting in satisfaction. In corroboration,

Bakare (2012) posits that training is a strong predictor of overall wellbeing because trained employees are more satisfied with their jobs than those who are not trained. The researcher is also of the view that because training serves to maintain/enhance existing competencies and skills as well as equip employees with new competencies/skills so that they can perform their jobs better, a trained employee gains competence that increases his/her confidence and efficiency. This in turn results to satisfaction.

On satisfaction with teamwork, the descriptive statistics reveal that while library staff in federal university libraries have a higher mean score than those in the state universities, the grand total mean score of both indicate that they are satisfied and have a high perception of the teamwork dimension. Atkinson and Frechette (2009) assert that where there is cohesion, mutual support, trust and pride existing among teammates, a feeling of belonging is engendered. This invariably results to a feeling of satisfaction. This observation is understandable because people want to derive satisfaction from the sense of camaraderie that belonging to a team provides. Supportive teammates help each other to succeed and work towards achieving joint goals.

On satisfaction with work conditions, the descriptive statistics reveal that library staff in federal university libraries have a mean score that is higher than that of those in the state university libraries. However, overall, both are satisfied and have a high perception of the work conditions dimension. Abboud (2010) observes that a work environment that is clean, well ventilated, spacious and convenient acts as positive stimuli whereas one that is characterized by overcrowded workspace, excess noise, confined personal move and so on are negative stimuli. Also, good work environment entails that employees are

provided with a safe environment and equipment they require to carry out their duties. This view is supported by Bakotiae and Babiae (2013) who argue that the equipment (machinery, equipment, plant, tools, supplies, laboratory equipment, etc.) that employees use in their work has to be functional and correct to avoid injuries at work or reduced performances. This view is shared by the researcher because faulty or non-functional equipment delays work and results to frustration. On the other hand, when the equipment is functional and in the right quantities, job performance is enhanced and this encourages a feeling of satisfaction.

The results on the strategies to enhance satisfaction among the library staff, the results show that the respondents agree that all the strategies listed are effective for enhancing the satisfaction of library staff. It also reveals that there is no difference between the mean scores of library staff from the two university systems. The view that all categories of staff should be given equal in-service training opportunities such as grants, study leave with pay, on the job trainings etc. is considered a viable strategy. Robbins and Judge (2007) also acknowledge that possibilities to advance is one of the factors that contribute to job satisfaction among employees because it enables them to maintain existing competencies and also learn new ones. This improves their satisfaction because it boosts their confidence and provides opportunity for career advancement. The researcher is also of the view that providing all categories of library staff training opportunities will afford library staff opportunity to enhance their skills set and so make it possible for them to be up to date. It is therefore important that library managements should provide training opportunities for their staff and also provide the facilities that will enable them take up such opportunities in the form of study leave with pay, sponsorship to training opportunities, grants, on the job trainings etc. Library managements should also ensure that certificates that are acquired from such trainings are recognized and used for promotions or some other career enhancement or advancement options. When all category of staff are given equal training opportunities, they will grow at the same pace and this will greatly benefit the library. This will reduce feelings of unfairness and so improve job satisfaction.

The result also shows that respondents view improving the work conditions through providing more space, furniture, tools, fans, air conditioners etc. in the offices is effective. Given that library staff spend a substantial amount of their time each week in their work places and are also involved in shift and overtime duties, improving the work conditions

will afford them a measure of comfort and satisfaction. Hill and Media (2014) posit that providing such things as spacious work areas, adequate lighting, and comfortable work stations contribute to favourable work conditions. Additionally, providing or making working tools readily available enhances productivity and help to lessen the stressors that staff have to face.

Another effective strategy is that team members should be supportive and cooperative with each other. Ezema (2003) found that cordial working relationship in the workplace was among the factors that contributed to job satisfaction among librarians in academic libraries in Enugu, Nigeria. Farokhi and Murty (2014) posit that a hostile work environment with rude or unpleasant co-workers is one that has been found to lower job satisfaction. It is important that supervisors are able to quickly detect disaffection and disharmony among team members and make prompt and fair efforts to resolve such conflicts before they get out of hand.

### Implications of the Findings

The findings of the study also have implications for practice: The revelation of a relationship between training, team work, work condition and satisfaction calls for library managements to do the following:

1. Training opportunities should be made available to staff. Staff participation can be enhanced through support in the form of on-the-job trainings in the event of new technologies, provision of grants, scholarships and study leave and financial support for participation in workshops and conferences.
2. Team spirit should be encouraged through assignment of team projects. Team conflicts must be swiftly attended to and resolved to prevent escalation.
3. Nurture conducive work environment by improving the work conditions. Equipment, facilities and other resources that will enable library staff perform their jobs creditably should be readily available. Damaged or non-functional ones should be repaired or discarded.

## Conclusion

This study set out to ascertain the level of satisfaction on training, team work and training among library staff in federal and state university libraries in South East Nigeria.

The literature shows that there factors that affect the satisfaction of employees in organisation. This study has provided an empirical evidence on the relative contribution of training, team work and work conditions to satisfaction among library staff in Nigeria. With this, the study has contributed to the body of knowledge. The study will therefore serve as a baseline study for other studies by researchers who might be interested in the subject in the field of library and information science especially in the country. The study has also contributed to knowledge because it has provided information that will help university library managements to understand some of the factors that have a bearing on the satisfaction of library staff.

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