

Measuring the Level of Job Satisfaction of Library Staff at the Institute of Finance Management, Tanzania: A Case Study

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Abstract : *The positive or negative feelings that workers experience about their job encompass job satisfaction. This study examined job satisfaction of IFM library staff by measuring the level of job satisfaction on a general front and from specific aspects (variables). The study used Minnesota Satisfaction Questionnaire (MSQ-short form) and sampling was enumerative to incorporate all professionals and para-professionals library staff. The findings showed that IFM library staff experience moderate satisfaction with work itself and job security being the factors that caused high satisfaction. Achievement, recognition, advancement, salary, responsibility, status and relationship with supervisors and co-workers accounted for moderate satisfaction. The study pointed out that the one overwhelming factor for low satisfaction leading to dissatisfaction of IFM library staff was working environment. Establishment of the library board to include stakeholders from various faculties including students and management of IFM was recommended and seen as a way forward to bridging the gap between library staff and the academic community thus, facilitating service provision and job satisfaction.*

Keywords: *Academic libraries, Institute of Finance Management, Job Satisfaction, Library Staff, Tanzania.*

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I. INTRODUCTION

Job satisfaction is an important research topic in industrial and organizational psychology; and it is one important dimension of an individual's happiness at work (Buitendach and Rothman, 2009). Westover and Taylor (2010), point out that, over the past four decades or so, job satisfaction has generated considerable interest among the research community across the globe. This has been motivated by utilitarian reasons such as reduced absenteeism, turnover, and increased productivity in the workplace; and humanitarian reasons, such as improved health and well-being of the workers. During the last decade, there has been a great deal of focus on staff policies, development competencies, ethics, attractive work and similar topics (Pors and Johannsen, 2002). It is evident that it has been a major concern to create jobs and working conditions that satisfy employees. In this paper, the focus is on the library staff job satisfaction with their job and working environment using Minnesota Satisfaction Questionnaire (short form) to derive general satisfaction level and identify factors that affect IFM library staff job satisfaction. This perspective is of great importance, because many institutions do not know library staff needs and priorities. Thus measuring each variable will facilitate in planning motivational strategies and enhance job performance which was collaborated by Plate and Stone (1976), who noted that understanding job satisfaction level will help in reducing negative employee attitudes, manifested in such problems as absenteeism, turnover, underproduction, and even sabotage. There is no doubt that perception of their job satisfaction influences their job performance and motivation to work.

1.1 Background of the study

Job satisfaction is an important area to determine the view of the employee towards their job. Tsigilis, Koustelios and Togia (2004) define job satisfaction as a pleasurable or positive emotional state resulting from appraisal of one's job or job experience. According to Jayaraman and Kumar (2013), job satisfaction is a complex phenomenon that can be variably interpreted. It is the absence of pain, oppressiveness and intolerance and also indeed enjoyment of work. Job satisfaction is one of the most enduring elusive constructs used in the study of industrial relations. Job satisfaction studies are based on the emotional response of employees which is related with some socio cultural, organization and personal factors variables like pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, working conditions, social status etc.

Improving employees' commitment and job satisfaction in general is considered fundamental to improving the performance and quality of products and services and also increase the productivity of workers as well as positive outlook towards the job. Also, employee satisfaction influences the organizational performance as well as customer satisfaction (Masanja, 2013).

Armstrong (2008), explain job satisfaction as the attitude and feeling people have about their work. Positive attitude toward the job indicate job satisfaction while negative and unfavorable attitude towards the job indicate job dissatisfaction. To elaborate these attitudes further, Masanja (2013) adds that positive attitudes lead to positive ends like reduced turnover, high productivity, loyalty, secured work facilities, high morale towards the job and similar benefits while negative attitudes result in negative ends such as vandalism, low productivity, employee turnover, low morale towards the job, low commitment and apathy. Herzberg (1966) theorized that job satisfaction is bimodal. An employee is not satisfied by fulfillment of lower-level needs (e.g. good salary, decent working conditions, and pleasant co-workers); meeting these needs merely decreases dissatisfaction. To truly satisfy employees, higher level needs must be met. These higher level needs include responsibility, recognition of achievement and the nature of work itself. Based on this theory, Bernstein (2011) concludes that if an employee wishes to promote satisfaction among employees, the employer should focus on methods to maximize self-realization or self-actualization of his/her employees (through, for example increased responsibility, autonomy, and recognition of achievement). If the goal is merely decrease unhappiness (dissatisfaction) among employees, the employer's concern would be to create a better working environment through, for example, better pay, benefits, and working conditions.

1.2 Level of Job Satisfaction

According to Jiskani, Bhatti and Ahmed (2011), European countries have practiced job satisfaction theory in shaping their economies and they developed their traditional economies to dynamic knowledge-based economies of the world by focusing on job satisfaction as a key to improving productivity by motivating their employees. European Commission's measurement framework for quality in work includes job satisfaction as one of several indicators. In working conditions or work environment, the concept of job satisfaction is an important factor and its relationship with work related variables and some individual variables have importance.

Topper (2008) conducted a job satisfaction survey with 3,095 library staff members in America. The sample included library staff of all libraries and ages. The findings revealed that 72 percent were "satisfied" or "very satisfied" while only 23 percent were "somewhat satisfied". In another survey of American and Canadian Libraries, Plate and Stone (1976) discovered that factors involved in producing job satisfaction are distinct and different from the factors that lead to job dissatisfaction; and that factors producing job satisfaction are concerned primarily with the actual job content and the reasons for dissatisfaction are related to the job environment. Similar findings have been reported in the UK (Oshagbemi, 1997); in Russia (Linz, 2003); and in the Greek academic libraries (Tsigilis, Koustelios and Togia, 2004). Even though there is high level of satisfaction among library workers in developed countries, they are quick to point out the reasons for dissatisfaction, their challenges and disappointments especially concerning salaries, funding and management. Respondents in smaller libraries felt that they "get no respect" from their colleagues. In larger libraries both public and academic, bureaucracy and red tape were the common source of frustration (Linz, 2003; Tsigilis et. al..., 2004; Topper, 2008).

Contrary to the developed countries, job satisfaction in developing countries is low for instance in Nigeria, job satisfaction was low in several studies that were carried out (Edem and Lawal, 1999; Tella, Ayeni and Popoola, 2007; Amusa, Iyoro and Olabisi, 2013). Factors such as poor working conditions, policy and administration of libraries, occasional selective promotion, and wages, were among those that cause dissatisfaction (Badawi, 2006; Adio and Popoola, 2010). In Kenya, employee turnover is one of the biggest challenges in many organizations. The findings of a study on job satisfaction and employee turnover revealed that employees were dissatisfied and demotivated due to poor communication (Nyakego and Mulongo, 2014). In Tanzania, Magayane (2008) found out that police force in Dar es Salaam zone were not satisfied with recruitment process revealing that favors, corruption, nepotism, biasness and forgery of certificates dominates the process. Moreover, Shadrack (2008) examined motivational packages and job satisfaction among employees in International NGO's in Tanzania. The findings showed that respondents were not satisfied with motivational packages, which made them not committed to their work, hence leaving them dissatisfied.

However, job satisfaction of library staff is yet to be determined to identify factors that cause high satisfaction, moderate satisfaction and low satisfaction. This research intends to fill that gap by measuring the level of job satisfaction among library staff at the Institute of Finance Management. It is the belief of this research that if managers know what drives the people working for them, they can tailor job assignment and rewards to what makes these people "tick". Thus, tailoring motivation and management practice to enhance library staff job performance by fulfilling or appealing to their needs.

1.3 Statement of the Problem

Frequent absenteeism from the job, lack of motivation and indifference are among the noticeable characteristics of library staff at IFM library; which could be a symptom of low job satisfaction or dissatisfaction with some aspects of their job. Job satisfaction is an important area to determine the view of the library professionals towards their job in the library. Libraries are the heart of given institution as they support the mission, vision and goals of the parent institution; libraries can function and help bring about social development only when librarians running them are efficient. It has been revealed by researchers such as Onuoha, Samuel and Ojo (2014), Badawi (2006), Sultana and Begum (2012), and Jayaraman and Kumar (2013) that library staff experience moderate to low levels of job satisfaction. However, the level of job satisfaction of IFM library staff is yet to be determined. Considering the benefits of job satisfaction to include reducing absenteeism, increase performance and reducing turnover; it becomes imperative for the Institution to know what satisfies and what does not satisfy library staff for sustaining better library and education services and facilitating planning of motivational strategies.

1.4 General Objective

To measure the level of job satisfaction of library staff at the Institute of Finance Management library in Tanzania.

1.5 Specific Objectives

1. To measure the level of job satisfaction of library staff at the Institute of Finance Management Library.
2. To identify factors that affect job satisfaction of library staff at the Institute of Finance Management Library.
3. To provide recommendations to improve the level of job satisfaction of library staff at the Institute of Finance Management Library.

1.6 Research Questions

1. What is the level of job satisfaction of library staff at the IFM library?
2. What are the factors that affect job satisfaction of library staff at IFM library?
3. What are the recommendations to improve job satisfaction of library staff at IFM library?

1.7 Significance of the Study

Job satisfaction is one of the vital issues that can ensure that professionals are sound at the job and also helps to accomplish their services effectively. Understanding the level of job satisfaction of IFM library staff is essential as it will put into light needs that were looked, needs that need to be looked at with a magnifying lens and identifying needs that were overlooked completely. To the Institutional management, this will facilitate better planning of motivational strategies and curb challenges that are facing library staff. On the other hand, library staff will benefit from this study as it would bring greater contentment and self awareness.

1.8 Theoretical Framework

The study used Herzberg two-factor theory to facilitate the identification of factors that caused high, medium and low satisfaction.

Fig. 1: Herzberg two-factor theory



Source: Management e-books (2017)

In the late 1950s Frederick Herzberg and his associates conducted interviews of 200 engineers and accountants in the Pittsburgh area of the United States. These persons were asked to relate elements of their jobs which made them happy or unhappy. An analysis of their answers revealed that feelings of unhappiness or dissatisfaction were related to the environment in which people were working. On the contrary, feelings of happiness or satisfaction were related to their jobs. Maintenance or hygiene factors are necessary to maintain a reasonable level of satisfaction among employees. These factors do not provide satisfaction to the employees but their absence will dissatisfy them. Therefore, these factors are called dissatisfiers. These are not intrinsic part of the job but they are related to conditions under which a job is performed. These are environmental factors (extrinsic to the job). On the other hand, motivational factors are intrinsic parts of the job. Any increase in these factors will satisfy the employees and help to improve performance. But a decrease in these factors will not cause dissatisfaction (Gupta, 2010).

II. METHODOLOGY

A mixed-method approach was used in this study as narrative and non-textual information added meaning to numeric data, while numeric data added precision to non-textual data. Hence, quantitative data was obtained to provide level of job satisfaction while qualitative data provided a deeper explanation of the quantitative data by offering reasons and recommendations. A survey methodology was employed for the study due to its cost effectiveness and usefulness in describing the characteristics of the population; hence, providing targeted results in which to draw conclusions and make important decisions.

2.1 Area of Study

The study was conducted at the Institute of Finance library which was chosen because of its convenience and lack of research regarding job satisfaction amongst its library staff. The IFM library (IFML) was established in 1972. It is located on the second and third floors of the main building, Block A, Shaaban Robert Street in Dar es Salaam, Tanzania. The activities of IFM library are geared towards supporting the teaching and research activities of the Institute through the provision of textbooks, periodicals, newspapers and other reading materials to lecturers, administrative staff, students and other needy members of the public such as researchers, government and non-government officials.

The library is a service-oriented organization. The main objective is to provide services to the concerned users. The quality of services mostly depends on the library personnel and their productivity is influenced by technical, organizational, finance, management and personnel factors. Thus, this research is paramount as it agrees that job satisfaction is one among the factors which influences the library personnel as well as the services which they are rendering (Sultana and Begum, 2012); hence, its findings will shed light on library staff situation concerning their satisfaction levels and factors that influence it.

2.2 Sampling Techniques

IFM library has few library staff making a total of 28 to include attendants and supporting staff. Hence, non probability sampling method was used; employing purposive sampling technique to select 18 professional and para-professional library staff at IFM library to participate in the study. This method ensured the participation of only library staff with library training from certificate level to Ph. D level; that provided data to meet the research objectives were involved in the study.

2.3 Data Collection Methods

Data was collected using a close-ended questionnaire to collect written responses from 18 library staff at IFM library. A short form of Minnesota Satisfaction Questionnaire was used to measure job satisfaction. Therefore, a structured questionnaire was designed and it was divided into three sections. Section I was designed to collect background information of the respondents; section II adopted the MSQ short form to measure job satisfaction and section III covered challenges and recommendation of library staff. The data obtained was analyzed using IBM-SPSS version 20 and content analysis for qualitative data. Face to face interview was conducted with the library director to obtain information on library budgetary challenges and management issues.

2.4 Minnesota Satisfaction Questionnaire

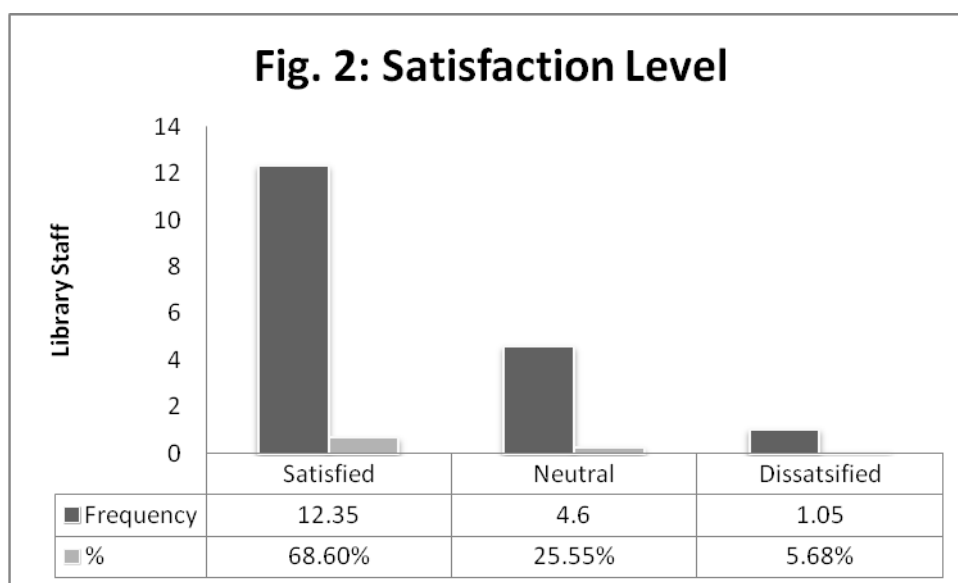
The Minnesota Satisfaction Questionnaire (MSQ) was used as a measuring instrument to measure satisfaction. This instrument measures satisfaction with several specific aspects of work and work environments. This instrument makes it feasible to obtain a more individualized picture of worker's satisfaction than was possible using gross or more general measures of satisfaction with the job as a whole. The instrument meets the accepted standards for reliability; and shows evidence of validity. This measurement reports test-retest reliabilities of between 0.70 and 0.80, with an alpha coefficient of 0.96. (Weiss et al., 1967; Newby, 1999;

Nerison, 1999; Buitendach and Rothman, 2009; Sultana and Begum, 2012). The MSQ- short form adopted for this study is composed of twenty items and it consists of three scales: intrinsic satisfaction, extrinsic satisfaction and general satisfaction (Weiss et al., 1967).

III. RESEARCH FINDINGS

3.1 Socio- Demographic Characteristics of the Respondents

The study contained a total of 18 paraprofessionals and professional library staff at IFM. 7 (39%) were male and 11 (61%) were female. Education wise; 3 (17%) had a certificate in librarianship; 2 (11%) had a diploma in librarianship; 6 (33%) had a bachelor’s degree in library science and 7 (39%) had a master’s degree in library science. On the side of age; 7 (39%) were between 21-30 years; 9 (50%) were between 31-40 years; 1 (5.5%) was between 41-50 years and 1 (5.5%) was between 51-60 years. Thus demographically staff at IFM library were dominated by professional librarians as revealed by 7 (39%) who had a master’s degree and age wise the dominant group was 31-40 years of age as shown by 9 (50%) of the library staff.



9.2 Level of Job Satisfaction of IFM Library Staff

At IFM library general satisfaction was at a moderate level with 12.35 (68.6 %) noting that they are satisfied with their job; while 4.6 (25.55%) were neutral and only 1.05 (5.58%) were dissatisfied. Leading to a notable observation that majority of the library staffs are moderately satisfied with their job. Similar findings were obtained in India by Jayaraman and Kumar (2013) while measuring job satisfaction of digital library professionals working in Arts College in Coimbatore city; Sultana and Begum (2012) established that female library staff are less satisfied with their jobs in Dhaka city, Bangladesh while measuring job satisfaction of female library professionals in the health libraries; however in Kenya, Bii and Wanyama (2001) found out that library staff were satisfied with automation despite the number of challenges experienced.

Regarding specific aspects that cause satisfaction or dissatisfaction Table 1 clearly summarizes the findings as follows;

Table 1: Job Satisfaction Results According to Variables Measured

Variable	Satisfied	%	Neutral	%	Dissatisfied	%	Total	%
Work Activity	13	72%	5	28%	-	-	18	100%
Work Independency	13	72%	5	28%	-	-	18	100%
Variety of Work	13	72%	5	28%	-	-	18	100%
Social Status	11	61%	5	28%	2	11%	18	100%
Supervision-Human Relations	10	56%	7	39%	1	5%	18	100%
Supervision-Technical	13	72%	3	17%	2	11%	18	100%
Moral Value	14	78%	4	22%	-	-	18	100%
Job Security	16	89%	1	5.5%	1	5.5%	18	100%
Social Services	17	94%	1	5.5%	-	-	18	99.5%

Authority	12	67%	5	28%	1	5%	18	100%
Ability Utilization	15	83%	3	17%	-	-	18	100%
Library Policies and Practices	9	50%	6	33%	3	17%	18	100%
Salary	12	67%	3	16%	3	16%	18	99%
Advancement	12	67%	6	33%	-	-	18	100%
Responsibility	11	61%	5	28%	2	11%	18	100%
Creativity	13	72%	4	22%	1	5.5%	18	99.5%
Working Environment	7	39%	8	44%	3	16%	18	99%
Co-workers	10	56%	7	39%	1	5%	18	100%
Recognition	13	72%	4	22%	1	5.5%	18	99.5%
Achievement	13	72%	5	28%	-	-	18	100%
General Satisfaction	12.35	68.6%	4.6	25.55%	1.05	5.675%	18	99.825%

3.3 Factors Influencing Job Satisfaction

To start with high satisfaction, it was found out that IFM library staff were satisfied with the service they provide to students as revealed by 17 (94%) library staff; while job security was also satisfactory as noted by 16 (89%) library staff; also, most of the staff said that their job allowed them to utilize their abilities fully as cited by 15 (83%). Moreover, work itself as indicated by 14 (78%) library staff said that they are able to conduct their work without compromising their morals.

Average or moderate satisfaction was derived through independency to perform their duties as the situation demands and allow them to devise new ways to reach out to users and improve services as indicated by 13 (72%) of library staff. The same results i.e. 13 (72%) was also noted in terms of variety of work, achievement, recognition and creativity. However, opportunities to advance career-wise and salary was found moderately adequate by 12 (67%) library staff respectively. Status was in moderation while responsibility was clearly defined as indicated by 11 (61%) of library staff on both counts. Relationship with supervisor and co-workers were modest as shown by 10 (56%) of the library staff while library policies and practices were moderate as indicated by 9 (50%) of the library staff.

Low satisfaction which led to dissatisfaction was caused by working environment. Library staff elaborated that their working conditions were not favorable at all; the lack of air conditioners diminishes the attractiveness of the library environment to both students to read and staff to conduct their work comfortably. While the maintenance of the available facilities and repair takes a long time due to bureaucracy. Also, old shelves and broken windows causes dusts to settle on books thus reducing their longevity. Working condition was also found to be a problem to library staff in Nigeria according to the results obtained by Badawi (2006) and Amusa, Iyoro and Olabisi (2013) who established that working conditions were fairly favorable. However, Haque et al., (2014) went further and recommend that library managers and administrators would do well in formulating sound policies vis-à-vis adequate working facilities, conducive working environment, and various work incentives, such as provision of car and housing loans, study leave allowance etc. that would improve job satisfaction resulting into enhanced career commitment of the librarians.

IV. RECOMMENDATIONS

Based on the findings of the study, the researcher made an attempt to put the following suggestions regarding job satisfaction of library staff at IFM as follows; working environment should be improved. That is investment has to be made on modern air conditioners, to facilitate a conducive environment for students to read and staff to work as (as it should be noted Dar es Salaam temperature is on average hot throughout the year). Also facilities like electronic gate and desks and chairs should be maintained immediately when they break down to facilitate smooth running of the library operations. Management should encourage good relationship between the library and teaching staff in all matters of academic concerns; this will facilitate selection and acquisition of materials recommended by teaching staff based on their syllabus and the utilization of online resources as will be encouraged by teachers to the students. Motivation to library staff especially on financial matters should be taken care of promptly. This will encourage library staff and motivate them. This covers transport payment and overtime for Saturdays and Sundays when library staff work to allow students' to read during weekends.

The library should have its own policy to let the stakeholders know what it is doing and also guide the library staff and provide knowledge to the IFM community about its resources and processes such as selection, acquisition, processing, storage, dissemination and finally weeding. A library board has to be formed to facilitate accountability of library staff and marketing of the library. The board should contain stakeholders from the IFM community and it can contain students' representatives from each faculty, teaching staff from each directorate or faculty, and few members of the library. This will ensure all needs of the stakeholders are met and facilitate the achievement of the institute's mission, vision and goals.

V. CONCLUSION

Job satisfaction as IFM library was satisfactory as revealed by moderate satisfaction found. Library staff were satisfied with their work and also, noted that the management in its capacity supports library activities through motivation. The only concern was working environment which is not conducive for students to read and staffs are not comfortable enough. Also, status is not sufficient as library staff are certain management and students do not know their role and capabilities in supporting the institute vision of becoming a centre of excellence academically and research wise. Thus more marketing and collaboration are needed.

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