



ISSN: 1117-1669
e-ISSN: 2971-7841

*Journal of Science Education and
Humanities (JOSEH), 2024, Vol. 8 (1):
November, 2024. Full-text Available Online at
<https://www.akscoejoseh.org.ng>*



The Influence of Occupational Frustration on Librarians' Job Performance in Academic Libraries in Akwa Ibom State, Nigeria

Esiere, E. U.

Library Department, College of Education, Afaha Nsit, P.M.B. 1019 Etinan, Akwa Ibom State, Nigeria

Corresponding Author Email: emeesiere70@gmail.com, Tel: +234-8024299751

Abstract

This study investigates the relationship between occupational frustration and librarians' job performance in academic libraries in Akwa Ibom State, Nigeria. Two specific objectives and research questions were raised, with corresponding null hypotheses formulated to guide the study. The correlational research design was employed for the study with a population of 107 librarians from the six academic libraries in Akwa Ibom State, Nigeria. The entire 107 were used as the sample due to the small and manageable size. The instrument for data collection was face validated questionnaire titled "Occupational Frustration on Librarians' Job Performance Questionnaire (OFLJPQ) developed by the researcher on a 4-point rating scale. Data collected to Pearson Product Moment Correlation (PPMC) analysis to answer the research questions and multiple regression was used to test the null hypotheses at 0.05 level of significance. The findings revealed that the occupational indices of unconducive work environment and poor motivation do not significantly relate with librarians' job performance. Academic libraries in Akwa Ibom State should prioritize strategies to mitigate occupational frustration among librarians. This include: improving working condition, enhanced communication and collaboration, stress management, and invest in librarians which covers areas like: development, promoting a positive work environment and conducting further research.

Keywords: Occupational frustration, Job performance, Unconducive work environment, Poor motivation

INTRODUCTION

Academic libraries play a pivotal role in supporting teaching, learning and research within higher education institutions. Librarians, the key personnel within these libraries, are responsible for providing essential services that facilitate knowledge, acquisition and dissemination. However, the effectiveness of their services is contingent upon the well-being and job performance of libraries. In recent years, there has been growing concern about the impact of occupational frustration on the performance of librarians in academic libraries. Occupational

frustration, stemming from various factors such as inadequate resources, lack of professional development opportunities, and bureaucratic constraints, can significantly hinder a librarian's ability to effectively fulfil their duties. This in turn can, negatively affect the quality of library services provided to students, faculty, and wider academic community.

Occupational Frustration

Occupational frustration is therefore an abstraction of a goal that causes an employee to react negatively, leading to limitation of the work performance of the organization. It also occurs when one is inhibited from realizing a goal. Frustration at work is a very important issue in any organization including libraries (Damoah and Ntsiful, 2016).

The concept of increasing occupational frustration, also known as work stress, job stress, and work-related stress, was officially recognized in 1989 by the Commonwealth Commission for Safety, as documented by Kendall *et al.* (2000). This recognition occurred when the commission initiated various research projects and observed that the percentage increase in claims related to work-related psychological injuries surpassed those of any other type of injury. Subsequently, there has been a proliferation of literature on occupational stress over the following decade, with this concept gaining increasing attention in the workplace. Occupational frustration is consequently regarded as a disease that poses a potential risk, as asserted by Clarke and Cooper (2000). It is characterized by hindrances to the attainment or maintenance of goals within an organization, stemming from various stimulus conditions. Additionally, it manifests as interference with an individual's ability to effectively carry out their day-to-day responsibilities. The sources of occupational frustration encompass the physical environment (both natural and man-made), the organizational structure and climate, the rules and procedures governing the organization, and interactions with individuals both within and outside the organization (Lazar *et al.*, 2004).

Job Performance

Performance is an important part of any job in an industry or organization with goals that seeks positive results, and the same is applicable in libraries. Every organization is set up to fulfill certain goals and job performance is one of the ways of achieving set goals and objectives. Therefore, examining librarians' performance is one way for the library management to know about the value that an employee personally adds to the organization. Therefore, performance evaluation will enable library management to continuously improve the alignment of librarians' work to the objectives of the organization.

Job performance could be defined as the quality and quantity of work performed by an individual in a professional setting. It is often measured against specific goals, objectives, and expectations outlined by the employer. Several factors contribute to job performance, including knowledge, skills, abilities, attitude, motivation, and the work environment. In simple terms, job performance pertains to the actions individuals undertake at work to achieve expected outcomes. As Nwokike and Unegbu (2019) suggested, job performance is an indicator of the degree to which an individual fulfills the responsibilities delineated in their job description. This encompasses the execution of duties and the completion of tasks inherent to a specific job role.

Therefore, a librarians' effectiveness is intrinsically tied to their level of job performance within the library, as emphasized by Anyaegbu *et al.* (2015).

Unconducive Work Environment

An unconducive work environment refers to a setting that is not favorable for productivity, collaboration, and overall well-being of employees. It can hinder both individual and collective performance, leading to decreased job satisfaction and lower levels of motivation. Several factors contribute to an unconducive work environment (Maka, 2021). Conducive work environment encompasses the conditions, both physical and behavioral, in which employees carry out their duties. It holds significant importance in university libraries as it can be a major source of frustration among library personnel. The work environment constitutes the context where staff perform their job, and it encompasses elements that can influence overall well-being, workplace relationships, collaboration, efficiency, and employee health. These factors can significantly impact the job performance of librarians. The work environment is not limited to the physical location but also includes various workplace-related aspects, such as air quality, noise levels, visual distractions, and additional employment benefits. It is essentially the space where individuals connect, interact, and collaborate to accomplish their tasks. During their career development, employees often seek opportunities that offer a comfortable and supportive work environment aligned with their personal values. On the other hand, a toxic work environment can lead to negative experiences, demotivation, and the development of undesirable employee behaviors, as pointed out by Oludeyi (2015). Toxic environments hinder personal growth and well-being, making them detrimental to both employees and employers.

Work place can therefore be conceptualized according to the components of employee involvement with work (Alegbeleye *et al.*, 2020). It is the atmosphere required to assess the efficacy and performance of an organization. Additionally, it raises employee satisfaction, which influences work performance. The workplace environment supports everyday job tasks because it raises and improves employee performance (Hardiyono *et al.*, 2017). Physical and behavioural elements are important factors in a normal work environment. Physical environment refers to factors that affect an employee's capacity to physically integrate into the workplace. While the behavioural environmental components are tied to the workplace etiquettes.

Creating a healthy and safe work environment plays a pivotal role in enhancing job performance, but unfortunately, many employers perceive it as an additional expense and allocate limited resources to maintain a comfortable workspace. Onuoha *et al.* (2020) emphasize that factors such as furniture design, ventilation, noise levels, lighting, supervisor support, workspace organization, communication, and fire safety measures directly impact employee productivity. These elements collectively contribute to a favorable work environment. In contrast, employees working in insecure and unhealthy conditions are more likely to experience occupational frustration due to the detrimental effects of their surroundings on their performance, ultimately affecting the organization's overall output. Alli(2008) stressed that occupational safety is an important aspect of work environment that organizations must take seriously. It is now a crucial element for the continued success of business for governments, labour unions, and

employers. By removing workplace hazards and conditions that could endanger workers' health, occupational safety aims to protect and advance their health. In order to promote and maintain the highest level of physical, mental, and social well-being for workers in all occupations, workplace safety for all employees is intimately related to the productivity of the organization in all workplaces.

Poor Motivation

Poor motivation in a workplace is the lack of drive, energy, and enthusiasm among employees leading to poor performance. Librarians' poor motivation can stem from several factors that may affect their performance in the workplace. It is worth explaining what motivation is to grasp a better understanding of poor motivation. Motivation is derived from the Latin word "motivare," which means "to move" or "to make." It represents the stimuli that drive individuals to give their best effort to a given task. In psychological terms, motivation refers to the direction and persistence of an individual's actions (Aarabi *et al.*, 2013). Psychologists, as noted by Saka and Salman (2014), believe that motivation is the driving force that propels individuals toward achieving specific goals. Therefore, if an organization or institution, such as a library, intends to encourage its librarians to act or perform in a particular way to fulfill the university's mission, it must understand the type of motivation that will inspire librarians to meet these expectations. Motivation, as a concept, is concerned with the aspect of human life that provides the energy, impetus, and stimulation for individuals to modify their behavior in pursuit of organizational goals and objectives, ultimately leading to increased performance. It revolves around the idea of energizing, propelling, and inspiring individuals to change their behavior to achieve the organization's goals, enhance productivity, and foster employee satisfaction.

The ability to exert greater effort towards organizational aims while simultaneously achieving personal goals is known as motivation. In order to satisfy the goals and objectives of the organization and to increase production and employee happiness, the concept of motivation focuses on energising, pushing, and stimulating people towards behavioural change. Every individual is born lazy, but when given motivation, every lazy individual would become hard-working. Therefore, the right motivational strategies have become a headway toward better job performance. How well individuals do their various activities determines how well their jobs are performed in any given organization.

Statement of the Problem

Librarians in academic libraries in Akwa Ibom State face various occupational frustrations that negatively influence their job performance. These frustrations, stemming from factors like unconducive work environment, poor motivation, inadequate staff training, work load, inadequate resources, lack of professional development opportunities and bureaucratic constrains, hinder their ability to effectively fulfill their soles, ultimately affecting the quality of library services provided to students and faculty.

Significance of the Study

This study is significant because it sheds light on a critical issue affecting the efficiency and effectiveness of academic libraries in Akwa Ibom State. By understanding the specific occupational frustrations faced by librarians and their influence on job performance, the study can:

- (i) **Identify Key Areas of Improvement:** The findings will provide valuable insights into the root causes of librarians' frustration and guide the development of targeted interventions to address these issues.
- (ii) **Enhance Library Services:** By improving librarian job performance, the study aims to contribute to the overall quality and effectiveness of library services, ultimately benefiting students, faculty/departments and the academic community.
- (iii) **Inform Policy Decisions:** The study's findings can inform policy decisions regarding the allocation of resources, professional development opportunities, and working conditions for librarians in academic libraries.

Purpose of the Study

The purpose of this study is to investigate the influence of occupational frustration and librarians' job performance in academic libraries in Akwa Ibom State. Specifically, the study aims to:

- (i) Identify the specific occupational frustrations experienced by librarians in academic libraries in Akwa Ibom State.
- (ii) Examine the relationship between occupational frustration and librarians' job performance
- (iii) Explore the mediating factors that influence the relationship between occupational frustration and librarians' job performance
- (iv) Provide recommendations for improving the working condition and job satisfaction of librarians in academic libraries in Akwa Ibom State.

Research Questions

The study provided answers to the following questions:

- (i) What are the specific occupational frustrations experienced by librarians in academic libraries in Akwa Ibom State?
- (ii) What is the relationship between occupational frustration and librarians' job performance in academic libraries in Akwa Ibom State?
- (iii) What are the mediating factors that influence the relationship between occupational frustration and librarians' job performance in the academic libraries in Akwa Ibom State?

Research Hypotheses

The following formulated null hypotheses were tested at 0.05 level of significance.

- (i) There is a significant negative relationship between occupational frustration and librarians' job performance in academic libraries in Akwa Ibom State.
- (ii) The relationship between occupational frustration and librarians' job performance is mediated by factors such as job satisfaction, organizational commitment and perceived support from management.

Empirical Framework

Unconducive work environment and Librarians' job performance

Fajonyomi (2021) conducted a study on work environment and job performance of librarians in federal university libraries in North-East Nigeria with the aim of finding out the influence of work environment on job performance of librarians in Federal University Libraries in North-East Nigeria. The findings revealed poor work environment due to poor lighting, poor ventilation, inadequate fans and air conditioners and many more. This meant that work environment had no significant influence on librarians' job performance. It also implied that condition of work environment of these librarians did not determine their performance.

The study concluded that work environment indicators for the study did not influence the job performance of librarians. Therefore, it was recommended that librarians should be encouraged to perform more and the work environment be made conducive where necessary by the University Librarian and the University Management.

Alegbeleye *et al.* (2020) carried out a study to investigate work environment and performance of employees in University libraries in Southern Nigeria. The study revealed a significant combined influence of work environment indicators on both task and contextual performance of the university library employees, only occupational safety, work load and health safety were found to have relative influence on task performance while physical environment was the only work environment indicator that had significant influence on contextual performance of the employees of university libraries in Southern, Nigeria. It was concluded that there is a positive significant relationship between work environment and the performance of the university employees. Recommendations were made among others that the provision of conducive work environment for employees in university libraries for optimum job performance.

Poor Motivation and Librarians' Job Performance

Shahzad, *et al.* (2023) carried out a study on the effect of motivation and job performance on library personnel effectiveness in universities libraries in Nigeria. The findings showed that different types of motivation influenced information professionals to carry out innovative and value-added services in the workplace. Rewards, a sense of honor, an amicable work environment, and autonomy were the key categories of motivation that encouraged information professionals to undertake efficient job performance. Recommendations provided through a framework based on the findings of the study will prove to be a benchmark for policymakers, human resource managers, and heads of institutions in order to formulate such techniques that might motivate information professionals for the implementation of user-centric services.

Ajebomogun and Ikonne (2020) carried out a study on motivation and job performance of library workers in Colleges of Education, South-West, Nigeria. The result affirmed that the level of job performance of library workers in colleges of education in South-West, Nigeria was high. The study established that motivational factors extensively predict job performance of the library workers. Findings also indicated that there was a positive significant influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria. The study concluded by recommending that motivational strategies applied by the college management paved a good way for library workers on job performance in south west, Nigeria and this must be sustained by the college administrators.

RESEARCH METHODOLOGY

This paper adopted the correlational research design. Correlational survey research design is the instrument of two or more factors to determine or estimate the extent to which the value for the factors are related or change in an identification pattern Bhandari (2022). The population of the study consists of one hundred and seven (107) librarians in academic libraries in Akwa Ibom State, Nigeria. There was no sample because of the small and manageable size. Questionnaire was the instrument used for data collection. The questionnaire was structured on a 4-point rating scale of Strong Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The instrument was validated by three experts from the department of library and information science. One hundred and seven (107) copies of the instruments were personally administered by the researcher, the administration lasted for eight weeks. Out of the one hundred and seven (107) that were administered, one hundred and five (105) were retrieved which was used for data analysis. Pearson Product Moment Correlation was used to answer the research questions while multiple regression analysis was used to test the null hypotheses at 0.05 level of significance.

RESULTS

The data collected were analyzed and presented based on the research questions and hypotheses that guided the study.

Research Question 1:What is the relationship betweenunconductive work environment and librarians’ job performance in academic libraries in Akwa Ibom State, Nigeria?

Table 1: Summary of Pearson Product Moment Correlation (PPMC) Test for relationship between unconductive work environment and librarians’ job performance

VARIABLES	$\sum X$	$\sum X^2$	$\sum XY$	R	DECISION
	$\sum Y$	$\sum Y^2$			
Unconductive Work Environment	295	90381	20142	-0.178	Very Weak Negative

Librarians Job Performance	687 9	47754 9	6	Relationship
----------------------------	----------	------------	---	--------------

Source: Researcher field computation.

Table 1 presents the summary of the PPMC test. The result shows that the calculated r-value is -0.178, indicating that there is a negative relationship between unconducive work environment and librarians' job performance in academic libraries in Akwa Ibom State, Nigeria.

Research Question 2: What is the relationship between poor motivation and librarians' job performance in academic libraries in Akwa Ibom State, Nigeria?

Table 2: Summary of Pearson Product Moment Correlation (PPMC) Test for relationship between poor motivation and librarians' job performance

VARIABLES	$\sum X$ $\sum Y$	$\sum X^2$ $\sum Y^2$	$\sum XY$	R	DECISION
Poor Motivation	3095	99079	212086	0.074	Very Weak Positive Relationship
Librarians Job Performance	6879	477549			

Source: Researcher field computation

Table 2 gives the summary of the PPMC test. The result shows that the calculated r-value is .074, indicating that there is a very weak positive relationship between poor motivation and librarians' job performance in academic libraries in Akwa Ibom State, Nigeria.

H₀: Unconducive work environment does not significantly relate with librarians' job performance in academic libraries in Akwa Ibom State Nigeria.

Table 3: Summary of significant regression test for relationship between unconducive work environment and librarians' job performance

Model		Sum of Squares	Df	Mean Square	F	Sig.	Decision
1	Regression	312.875	1	312.875	3.222	.076*	rejected
	Residual	9516.915	98	97.111			
	Total	9829.790	99				

*Not Significant at $p > .05$.076

Source: Researcher field computation

Table 3 shows the summary of the regression significant test. The result shows that the probability value (p-value) is .076. Since the p-value is greater than the alpha level of .05, the result is statistically not significant and the null hypothesis is accepted. Thus, uncondusive work environment does not significantly relate with librarians' job performance in academic libraries in Akwa Ibom State, Nigeria.

Ho₂: Poor motivation does not significantly relate with librarians' job performance in academic libraries in Akwa Ibom State Nigeria.

Table 4: Summary of significant regression test for relationship between poor motivation and librarians' job performance

Model		Sum of Squares	Df	Mean Square	F	Sig.	Decision
1	Regression	53.370	1	53.370	.535	.466*	Rejected
	Residual	9776.420	98	99.759			
	Total	9829.790	99				

*Not Significant at $p > .05$._{.466}

Source: Researcher field computation

Table 4 shows the summary of the simple regression significant relationship test. The result shows that the probability value (p-value) is .466. Since the p-value is greater than the alpha level of .05, the result is statistically not significant and the null hypothesis is accepted. Thus, poor motivation does not significantly relate with librarians' job performance in academic libraries in Akwa Ibom State, Nigeria.

DISCUSSION

Relationship between Uncondusive Work Environment and Librarians' Job Performance

The finding revealed a weak negative but no significant negative relationship between work environment and librarians' job performance in academic libraries in Akwa Ibom State, Nigeria. Work environments have a psychological impact on individuals. A conducive work environment can foster better performance from workers, while an uncondusive work environment can impede performance. This finding is at variance with that of Fajonyomi (2021) whose study found out that work environment indicators for the study did not influence the job performance of librarians. Fajonyomi's work however agrees with the study. This implied that the condition of work environment of these librarians did not determine their performance. Also, in contrast to the study, Alegbeleye *et al.* (2020) found a positive significant relationship

between work environment and the performance of the university employees. The result also revealed that even though there is a significant relationship, some aspect of the environment such as furniture, noise control and power supply was deficient.

Relationship between Poor Motivation and Librarians' Job Performance

The result shows a very weak positive and no significant relationship between poor motivation and librarians' job performance in academic libraries in Akwa Ibom State, Nigeria. Motivation, though personal, greatly influences human conduct and response to work situations. Although motivation is intrinsic, it can be spurred from the external environment and where the external environment does not support personal ambitions, the individual job performance will suffer. The findings of the study are in tandem with that of Ajegbomogun and Ikonne (2020) as their finding established that motivational factors extensively predict job performance of the library workers. Findings also indicated that there was a positive significant influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria, which implies that libraries can perform best on their job if not motivated. In collaboration, Shahzad, *et al.* (2023) study found that different types of motivation influenced information professionals to carry out innovative and value-added services in the workplace.

Recommendations

- (i) The practice of job rotation and enrichment should be made an essential aspect of library administration and management. This will help spur the motivation of librarians to be more committed to their jobs.
- (ii) Other incentives, such as recognition should be applied for library administrators to keep librarians motivated.
- (iii) The provision of basic amenities such as electricity, offices and office furniture and proper ventilation will help to provide appropriate working environment that would enhance job performance of librarians.

Conclusion

Occupational frustration significantly impacts librarians' job performance in academic libraries in Akwa Ibom State. Addressing the root causes of frustration such as inadequate resources, workload, unconducive work environment, poor motivation and lack of professional development, is critical for improving job satisfaction and overall performance. By implementing the recommendations outlined above, academic libraries can create a more supportive and fulfilling work environment for librarians, leading to improved job performance and a more effective library service.

ACKNOWLEDGEMENT

The authors wish to acknowledge the Tertiary Education Trust Fund (TETFund) for funding this scholarly research article under the Journal of Science, Education and Humanities [JOSEH] for the 2024 ARJ Intervention at Akwa Ibom State College of Education Afaha Nsit.

REFERENCES

- Aarabi, M. S., Subramaniam, I. D. and Akeel, A. B. (2013). Relationship between motivational factors and job performance of employees in Malaysian Service Industry. Canadian Center of Science and Education. *Asian Social Science*, 9(9): 301-308.
- Ajebomogun, V. O. and Ikonne, N. C. (2020). Motivation and job performance of library workers in colleges of education, South-West, Nigeria. *Library Philosophy and Practice*, Retrieved from, 2(3): 24 – 40.
- Alegbeleye, G. O., Unegbu, V. E., Babalola, V. T. and Philomena, G. O. (2020). Work Environment and Employee Performance in Universities Libraries in Southern Nigeria. *Global Journal of Applied, Management and Social Sciences (GOJAMSS)*, 18(1): 249-272.
- Alli, B. O. (2008). *Fundamental Principles of Occupational Health and Safety*. 2nd edition. International Labour Office, Geneva.
- Anyaegbu, M. E., Obiozor-Ekeze, O. and Aghauche, E. E. (2015). Motivation strategies for enhanced library services in Prof Festus Aghabo Nwako Library. *New Media and Mass Communication*, 41.
- Bhandari, P. (2022). Correlational research/when and how to use. Retrieved from <https://scribbr.com/methodology/correlational-research/>
- Clarke, S. G. and Cooper, C. L. (2000). The risk management of occupational stress. *Health, Risk and Society*, 2(2): 173-187.
- Damoah, J. O. and Ntsiful, A. (2016). Childcare demands and employee performance. The moderating influence of team support. *Team Performance Management*, 22 (1 & 2): 36-50.
- Fajonyomi, O. J. (2021). Work environment and job performance of librarians in federal university libraries in north-east Nigeria. *Library Philosophy and Practice*, 8(6): 37 – 52.
- Hardiyono, H., Hamid, N. and Yusuf, R. (2017). The effect of work environment and organizational culture on employees' performance through job satisfaction as intervening variable at state electricity company (PLN) of South Makassar Area. *Advances in Economic, Business and management research*, 40: 86-96.
- Kendall, E., Murphy, P., O'Neill, V. and Bursnall, S. (2000). *Occupational stress: Factors that contribute to its occurrence and effective management*. A Report to the Workers' Compensation and Rehabilitation Commission, Centre for Human Services. *The Information Manager*, 14(1&2): 38 – 45.
- Lazar, J., Jones, J., Bessiere, K., Ceaparu, I. and Shneiderman, B. (2004). User frustration with technology in the workplace. Americas Conference on Information Systems (AMCIS). *Information Manager*, 11(1&2): 56 – 61.

- Maka, A. S. (2021). Poor working environment. Retrieved from LinkedIn <https://www.linkedin.com/pulse/poor-working-environment-9ja-naija-nurses#>
- Nwokike, O. A. and Unegbu, V. E. (2019). Evaluating the job performance of librarians in universities in south-east Nigeria. *Library Philosophy and Practice*, 10(2): 28 – 42.
- Oludeyi, O. S. (2015). *Workplace factors as determinant of job commitment among Senior Non-Teaching Staff of Olabisi Onabanjo University, Ogun State*. MEd Dissertation. University of Ibadan, Nigeria. 70p.
- Onuoha, U. D., Ukangwa, C. C. and Otuza, E. C. (2020). Work environment and the job satisfaction of librarians in private universities in South-East and South-West, Nigeria. *Library Philosophy and Practice*, 12(1): 59 – 70.
- Saka, K. A. and Salman, A. A. (2014). An assessment of the levels of job motivation and satisfaction as predictors of job performance of library personnel in Nigerian universities. *Journal of Balkan Libraries Union*, 2(2), 26-33.
- Shahzad, K., Khan, S. A., Iqbal, A., Shabbir, O. (2023). Effects of motivational and behavioral factors on job productivity: An empirical investigation from academic librarians in Pakistan. *Behavioural Science*, 13: 41. *Journal of Human Resources and Leadership*, 4(3): 17 – 29.