



JOB CHARACTERISTICS AND EMPLOYEE ENGAGEMENT OF LIBRARIANS IN TERTIARY INSTITUTIONS IN EDO STATE, NIGERIA

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Abstract

The study investigates the influence of job characteristics on employee engagement of librarians in universities in Edo State. Survey research design was employed in this study. The population comprised of one hundred and thirty-five (135) library personnel in tertiary institutions in Edo State. Structured questionnaire was used to collect data which was analyzed using both inferential and descriptive statistics. The results showed a moderately high level of engagement among the respondents. It was also found that there is a positive perception of job characteristics among the respondents based on skill variety, task significance, task identity, feedback, and job autonomy. The test of hypothesis shows that job have significant influence on work engagement among librarians in Edo State. The study concluded that job characteristics of librarian is a better predictor of work engagement. Therefore, it was recommended that it is important to strengthen managerial support for librarians in Edo State to boost their morale. Regular feedback and increased managerial backing will help librarians feel more supported in their roles, fostering higher job satisfaction. Also, academic libraries in Edo State should promote fair advancement opportunities, transparent and merit-based promotional opportunities to ensure that employees feel their career progression is fair and achievable.

Keywords: Job Characteristics, Organisational Behaviour, Work Engagement, Library personnel

Introduction

The modern workplace emphasizes employee engagement as a critical determinant of organizational success, recognizing it as the extent to which employees feel deeply connected,



satisfied, and motivated in their roles (Kahn, 1990). Within the context of tertiary institutions, employee engagement among librarians is a dynamic interplay of factors that influence their motivation, satisfaction, and commitment to both their profession and their institution. Employee engagement encompasses three essential components: “say,” where employees advocate positively for their institution; “stay,” where they exhibit long-term commitment; and “strive,” demonstrating a willingness to go above and beyond in achieving organizational goals. This triad of engagement behaviors underscores an employee’s dedication and alignment with institutional objectives (Robinson, Perryman & Hayday, 2004). Understanding these aspects in the context of academic libraries is essential for building an engaged workforce capable of navigating the evolving landscape of information services and knowledge management.

Job characteristics refer to the distinct attributes and demands of a job that influence employees’ experiences, motivation, and overall well-being, ultimately shaping their engagement and performance in the workplace (Parker, Morgeson, & Johns, 2017). For librarians, these characteristics are pivotal as they encapsulate the multifaceted tasks and intellectual demands of the profession. Critical job dimensions such as skill variety, task identity, task significance, autonomy, and feedback influence librarians’ work experiences and their willingness to engage fully in their roles (Akinola, Akinade, & Akor, 2022). For example, the skill variety required in librarianship, encompassing tasks from cataloging diverse resources to conducting information literacy training, not only enriches librarians’ work experience but also mitigates the risk of monotony. High skill variety has been positively associated with greater job satisfaction, as it allows librarians to engage in diverse activities that utilize a wide range of skills, enhancing their professional growth and motivation. Another significant aspect of job characteristics in librarianship is task identity, which refers to the ability to see a project or task through from beginning to end. Task identity strengthens engagement by fostering a sense of purpose and ownership. For instance, academic librarians often oversee projects in specific library units such as cataloging or digital resources management where seeing the project’s outcomes reinforces their connection to the work (Akinola & Mayowa-Adebara, 2020). However, frequent movement between library units can blur task characteristics, impacting job satisfaction and engagement.

Task significance, or the perceived impact of one’s work on others, is especially relevant for academic librarians who contribute to community education and lifelong learning. This dimension



enhances librarians' intrinsic motivation by allowing them to see the tangible impact of their work on students, faculty, and the broader academic community (Yaya, 2019). Autonomy and feedback are additional key dimensions, offering librarians intellectual freedom and constructive input necessary for job satisfaction. Job autonomy allows librarians to tailor their approaches to patron needs and develop customized information programs, which fosters a sense of control and engagement. Meanwhile, feedback from supervisors and patrons supports continuous improvement and acknowledges librarians' efforts, reinforcing their commitment to the institution's mission. Together, these five dimensions of job characteristics activate positive psychological states, such as a sense of meaningfulness, responsibility, and understanding of work outcomes, which are essential for creating an engaged workforce. This study thus examines the interplay between job characteristics and employee engagement among librarians in tertiary institutions in Edo State, Nigeria, highlighting the importance of tailored job design to enhance both job satisfaction and organizational commitment.

Statement of problem

Employee engagement has gained significant attention in recent years, particularly within sectors where human resource involvement is critical to achieving institutional objectives. In the library profession, employee engagement is essential to drive innovation, ensure quality service delivery, and meet user demands (Saks, 2006). However, there has been limited empirical focus on understanding the relationship between job characteristics and employee engagement among librarians in tertiary institutions in Nigeria. This gap in the literature is notable, especially given that the library environment in Nigeria faces unique challenges, such as limited resources, inadequate funding, and lack of advanced technology (Ogungbade et al. (2024). Librarians in Nigerian tertiary institutions often encounter various job-related stressors, including heavy workloads, lack of recognition, and limited opportunities for professional development, which may affect their engagement and motivation (Adegbaye & Mohammed (2024). Despite these factors, there is insufficient research on how specific job characteristics, such as task variety, autonomy, and feedback, influence employee engagement levels among these librarians. Research suggests that job characteristics play a pivotal role in influencing employees' levels of engagement and motivation (Hackman & Oldham, 1976; Morgeson & Humphrey, 2006). Consequently, it is critical to investigate the extent to which these characteristics affect the engagement of librarians, as their



commitment and performance can have a direct impact on the quality of library services. In view of the perceived gap in literature, this study examines the influence of job characteristics on employee engagement of academic librarians in Edo State, Nigeria.

Research Questions

The following research questions guided the study:

1. What is the level of employee engagement among librarians in universities in Edo State?
2. What are the prevalent job characteristics among librarians in universities in Edo State?

Hypotheses

The following hypotheses were tested at 0.05 level of significance;

H₀₁ There will be no significant influence of job characteristics on employee engagement among librarians in universities in Edo State

Literature review

Work engagement has evolved as a crucial concept within organizational studies, bridging insights from psychology, human resource management, and leadership studies to examine how employees' psychological states affect their work experience and productivity (Mazzetti et al., 2023). It is also a positive and fulfilling work-related state of mind, work engagement is characterized by vigor, dedication, and absorption, representing an energetic connection to work that enhances job performance and satisfaction. Engaged employees are often willing to invest significant effort into their roles and demonstrate resilience when facing challenges, essential attributes for quality service delivery in sectors such as university libraries, where the demand for accurate, timely, and relevant information is high (Ajibare, Fagbemi, & Adewolojo, 2023). In this context, university libraries rely heavily on the commitment of librarians to achieve institutional goals effectively, thereby enhancing the library's role within the academic community.

From an organizational psychology perspective, work engagement is viewed as both a response to and a driver of workplace dynamics, influenced by individual and contextual factors. Researchers in this area often reference the Job Demands-Resources (JD-R) Model, which postulates that work engagement increases when job resources, such as social support, feedback, and autonomy, effectively help employees meet job demands, such as high workload and time pressure, enabling



them to achieve work goals. Studies indicate that work engagement is linked to positive emotions and well-being, which in turn contribute to job satisfaction and mental health (Domínguez-Salas et al., 2022). These findings underscore the importance of job resources in not only improving engagement but also enhancing employees' overall psychological resilience.

The relevance of employee engagement to organizational success has made it a focal point for management. Engaged employees tend to exhibit positive attitudes, which translate into improved productivity, higher-quality customer service, and increased satisfaction among clients or patrons. This can lead to significant gains in organizational performance, customer loyalty, and profitability, underscoring the role of engagement in driving sustainable growth (Yadav, Pandita, & Singh, 2022). As such, employee engagement is a critical predictor of organizational effectiveness, enabling institutions to foster a committed workforce that contributes to long-term success.

Work engagement's dimensions vigor, dedication, and absorption provide a comprehensive framework for understanding and enhancing employee commitment and well-being. Vigor involves sustained energy and resilience, promoting a proactive and enthusiastic approach to work, particularly valuable in high-demand roles like librarianship. Dedication refers to a profound involvement in work, generating feelings of significance, inspiration, and pride. This dimension is often linked to job satisfaction and organizational loyalty, as employees who view their work as meaningful are more likely to remain committed to their roles. Absorption, characterized by deep concentration and immersion in tasks, creates a "flow state" that enables high performance. However, it is essential to monitor absorption to ensure work-life balance, as excessive immersion can lead to personal neglect. By fostering an environment that promotes these qualities, organizations can cultivate a workforce that is both productive and fulfilled, ultimately enhancing innovation, collaboration, and growth.

Job characteristics are essential for understanding the impact of job design on employee engagement and performance. This construct encompasses competencies required for job performance, structuring roles to enhance both task fulfillment and employee well-being (Hackman & Oldham, 1976). Scholars have long emphasized that favorable job characteristics such as skill variety, task identity, task significance, autonomy, and feedback play a vital role in



enhancing job satisfaction and reducing turnover (Carvalho, Riana, & A. D. C, 2020). These dimensions empower employees to use and develop diverse skills, promoting higher engagement and fostering a positive workplace atmosphere conducive to organizational growth.

The five core dimensions skill variety, task identity, task significance, autonomy, and feedback are fundamental to the Job Characteristics Model (JCM) and crucial for fostering three psychological conditions in employees: experienced meaningfulness, experienced responsibility, and knowledge of results. Enhanced skill variety allows employees to utilize a broad range of skills, which reduces monotony and heightens motivation. For instance, a librarian involved in diverse tasks such as cataloging, user support, and outreach will likely find greater satisfaction and motivation in their work (Traymbak, 2024). Task identity, or the ability to see a project through from start to finish, fosters ownership and a clear understanding of one's contributions. In library settings, task identity is achieved when librarians are given clear, comprehensive assignments within specific units, enabling them to witness the impact of their work on institutional goals (Coelho & Augusto, 2010).

Task significance refers to the perceived importance of one's work on the lives of others. For librarians, understanding their work's role in supporting education and research can enhance task significance, making them feel more invested in their responsibilities (Magaji, Akpa, & Akinlabi, 2018). Autonomy, or the freedom to make independent decisions regarding work processes, fosters creativity and intellectual freedom in employees, particularly in knowledge-driven roles such as librarianship. Studies indicate that job autonomy, including the ability to structure tasks and control work pace, significantly enhances engagement and reduces conflict between work roles, thereby boosting commitment (Liu, Xu, & Wu, 2023). Feedback, a final core dimension, provides valuable insights into performance, helping librarians continuously improve and adapt their strategies. Timely and constructive feedback is crucial for reinforcing skills and fostering a sense of achievement, further strengthening job satisfaction.

Numerous studies corroborate the impact of job characteristics on employee satisfaction and organizational commitment. Ahmad, Khalid Salaudin, & Mohammad (2022) found that the five job characteristics significantly influence employee satisfaction and commitment, consistent with research by Esbra-Fazari (2015) among Nigerian academic librarians, which showed that job enrichment attributes, particularly task identity, significantly predicted organizational



commitment. Task identity and skill variety are particularly valuable for enhancing librarians' perception of job significance, fostering an environment where they can thrive and contribute meaningfully to institutional success. In a related study, Han, Sung, & Suh (2021) found that task identification supports employees in comprehending their roles and responsibilities, further linking task characteristics to enhanced organizational citizenship behavior and job satisfaction.

Therefore, job characteristics Model provides a comprehensive framework for understanding how job attributes influence employee engagement and productivity. The five core job dimensions activate positive psychological states, encouraging a motivated and committed workforce that drives organizational success. For academic libraries, implementing job characteristics that promote autonomy, feedback, task significance, and skill variety is instrumental in fostering engagement among librarians, ultimately contributing to a resilient and dedicated workforce capable of adapting to evolving information needs.

Methods

The study adopted a descriptive survey research design, targeting all 135 librarians in tertiary institutions across Edo State. Total enumeration was adopted to ensure inclusion of the entire population in the study. The primary instrument for data collection was a structured questionnaire. This questionnaire comprised multiple sections, addressing key areas such as demographic information, professional competencies, technological adoption, and institutional challenges. To ensure its validity, experts in the department of library and information science reviewed the instrument for content and face validation. Additionally, a pilot study was conducted with a subset of 20 respondents to assess its reliability, with Cronbach's alpha used to measure internal consistency. To ensure broad participation, data collection was carried out through self-administered and electronically distributed questionnaires. The responses were analyzed using descriptive statistics, including frequency counts, percentages, mean and standard deviation, which provided insights into patterns and distributions within the data. The interpretation of responses was based on a four-point Likert scale, where mean scores between 1.00 and 1.49 indicated a very low level (strongly disagree), scores between 1.50 and 2.49 represented a low level (disagree), scores between 2.50 and 3.49 signified a high level (agree), and scores between 3.50 and 4.00 reflected a very high level (strongly agree). To test the hypotheses, inferential statistics were employed, with P-values assessed at a 0.05 level of significance. The decision rule was that if the



P-value was less than or equal to 0.05, the null hypothesis was rejected, indicating a statistically significant effect. However, if the P-value exceeded 0.05, the null hypothesis was retained, signifying no statistically significant relationship or effect.

Results

Research Question One: What is the level of employee engagement among librarians in universities in Edo State?

Table 1: Level of Employee Engagement among Librarians in Universities in Edo State

Vigour	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
At work, I feel bursting with energy.	49 (46.2%)	46 (43.4%)	9 (8.5%)	2 (1.9%)	3.34
I feel strong and vigorous when I am working.	32 (30.2%)	60 (56.6%)	13 (12.3%)	1 (.9%)	3.16
When I get up in the morning, I feel like going to work.	23 (21.7%)	66 (62.3%)	16 (15.1%)	1 (0.9%)	3.05
I can continue working for very long periods at a time.	25 (23.6%)	61 (57.5%)	20 (18.9%)	--	3.05
At my job, I am very resilient, mentally.	22 (20.8%)	63 (59.4%)	21 (19.8%)	--	3.01
At work, I always persevere, even when things do not go well.	19 (17.9%)	69 (65.1%)	18 (17.0%)	--	3.01
Average Mean					3.10
Dedication					
I find the work that I do full of meaning and purpose.	20 (18.9%)	62 (58.5%)	24 (22.6%)	--	2.96
I always feel motivated by my job.	19 (17.9%)	65 (61.3%)	21 (19.8%)	1 (.9%)	2.96
I am proud of the work that I do.	31 (29.2%)	50 (47.2%)	25 (23.6%)		3.06
To me, my job is challenging.	21 (19.8%)	54 (50.9%)	28 (26.4%)	3 2.8	2.88
I am enthusiastic about my job.	19 (17.9%)	56 (52.8%)	30 (28.3%)	1 .9	2.88



I feel happy when I am working intensely.	21 (19.8%)	63 (59.4%)	22 (20.8%)	--	2.99
Average Mean					2.96
Absorption					
Time flies when I am working.	25 (23.6%)	58 (54.7%)	22 (20.8%)	1 (.9 %)	3.01
When I am working, I forget everything else around me.	18 (17.0%)	61 (57.5%)	25 (23.6%)	2 (1.9%)	2.90
I am immersed in my work.	24 (22.6%)	60 (56.6%)	21 (19.8%)	1 (0.9%)	3.01
I get carried away when I am working.	32 (30.2%)	54 (50.9%)	20 (18.9%)	--	3.11
It is difficult to detach myself from my job.	23 (21.7%)	64 (60.4%)	19 (17.9%)	--	3.04
I am often absorbed in my work.	34 (32.1%)	47 (44.3%)	11 (10.4%)	14 (13.2%)	2.95
Average Mean					3.00
Aggregate Mean					3.02

Table 1 presents the results of data collected on the level of work engagement among the respondents. The variable was measured by three metrics namely; vigour, dedication, and, absorption. The average mean for vigour is 3.10, indicating a generally high level of energy and resilience among librarians. In terms of dedication, the results show a moderate engagement level with average mean 2.96, suggesting that while librarians find some aspects of their work meaningful, motivation and enthusiasm could be improved. Absorption levels among librarians show a moderate degree of engagement. The average mean for absorption is 3.00, suggesting a generally moderate to high level of engagement. Overall, the aggregate mean of 3.02 indicates a moderate level of employee engagement among librarians. The data suggests that while vigour and absorption are relatively high, there is a need for improvement in areas related to dedication, such as job meaning, motivation, and enthusiasm.

Research Question Two: What are the Prevalent Job Characteristics among Librarians in Universities in Edo State

Table 2: The Prevalent Job Characteristics among Librarians in Universities in Edo State



Skill Variety	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
My job provides variety of experiences on the job.	59 (55.7%)	36 (34.0%)	6 (5.7%)	5 (4.7%)	3.41
I can use the skills that I have to handle the problem in my job	33 (31.1%)	56 (52.8%)	13 (12.3%)	4 (3.8%)	3.11
The job I do is such that utilises variety of skills, talents and abilities.	29 (27.4%)	56 (52.8%)	19 (17.9%)	2 (1.9%)	3.06
My job supports additional training and education	23 (21.7%)	61 (57.5%)	20 (18.9%)	2 (1.9%)	2.99
Average Mean					3.14
Task Significance	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
How well I work affects the lives of other people.	29 (27.4%)	57 (53.8%)	17 (16.0%)	3 (2.8%)	3.06
My job influences day-to-day institutional success.	31 (29.2%)	53 (50.0%)	19 (17.9%)	3 (2.8%)	3.06
My job gives me a sense of achievement	27 (25.5%)	61 (57.5%)	16 (15.1%)	2 (1.9%)	3.07
It is only when my job gets done, other jobs can be completed	23 (21.7%)	57 (53.8%)	25 (23.6%)	1 (.9%)	2.96
Average Mean					3.04
Task Identity					
Once I start a task, I feel have to finish it.	19 (17.9%)	67 (63.2%)	18 (17.0%)	2 (1.9%)	2.97
I understand the job from start to end.	20 (18.9%)	63 (59.4%)	22 (20.8%)	1 (.9%)	2.96
I do a complete task from start to finish.	26 (24.5%)	64 (60.4%)	13 (12.3%)	3 (2.8%)	3.07



I have chance to do an entire piece of work from beginning to end.	27 (25.5%)	62 (58.5%)	14 (13.2%)	3 (2.8%)	3.07
Average Mean Feedback	Strongly Agree	Agree	Disagree	Strongly Disagree	3.02 Mean
Satisfaction of my supervisor is known while doing my job	23 (21.7%)	63 (59.4%)	16 (15.1%)	4 (3.8%)	2.99
Satisfaction of the users are known while doing my job	29 (27.4%)	57 (53.8%)	18 (17.0%)	2 (1.9%)	3.07
There is clear and direct information about job outcomes.	17 (16.0%)	74 (69.8%)	13 (12.3%)	2 (1.9%)	3.00
I receive on the job feedback from my superior about my activities.	19 (17.9%)	61 (57.5%)	23 (21.7%)	3 (2.8%)	2.91
Average Mean Job Autonomy					2.99
I can set my own schedule for completing assigned tasks.	19 (17.9%)	71 (67.0%)	15 (14.2%)	1 (.9%)	3.02
My job gives me a chance to use my personal initiative and judgment in carrying out the work.	30 (28.3%)	58 (54.7%)	18 (17.0%)	--	3.11
My job provides opportunity of self-directed flexible working hours	25 (23.6%)	60 (56.6%)	20 (18.9%)	1 (.9%)	3.03
I have freedom to decide how I perform assigned tasks.	29 (27.4%)	54 (50.9%)	20 (18.9%)	3 (2.8%)	3.03
Average Mean					3.05
Aggregate Mean					3.05



Table 2 presents analysis of various job characteristics experienced by librarians in universities in Edo State, this was measured through metrics such as skill variety, task significance, task identity, feedback, and job autonomy. In the dimension of skill variety, the average mean score is 3.14. This response suggests that training and educational opportunities are moderately supported, indicating that librarians are given a fair variety of tasks that utilize their skills to some extent. On the other hand, the second dimension, task significance, has an average mean score of 3.04, which suggests that librarians perceive their roles as moderately important in contributing to the overall goals of their institutions. For task identity, the average score of 3.02 reflects that most librarians feel they are able to see their work as a complete and identifiable piece. This suggests that while librarians understand the significance of their contributions to certain tasks, which increase their sense of accomplishment and fulfillment in their roles. Also, the dimension of feedback, with an average score of 2.99, implies that librarians receive adequate feedback on their performance. The last metric, job autonomy, indicates an average mean score of 3.05, suggesting that librarians experience a moderate degree of independence in their job functions. This analysis highlights areas for improvement, particularly in feedback and task identity, which could help enhance job satisfaction and engagement among librarians in Edo State universities.

Hypotheses testing

Ho1: There will be no significant influence of job characteristics on employee engagement among librarians in universities in Edo State.

Table 3: Influence of job characteristics on employee engagement among librarians in universities in Edo State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 ^a	.431	.425	.27689

a. Predictors: (Constant), Job Characteristics

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.034	1	6.034	78.697	.000 ^b



Residual	7.974	104	.077
Total	14.007	105	

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Job Characteristics

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.107	.217		5.098	.000
Job Characteristics	.628	.071	.656	8.871	.000

a. Dependent Variable: Employee Engagement

Table 3 present the result of regression analysis on the influence of job characteristics on employee engagement among librarians in Edo State. This analysis evaluates the impact of in Edo State based on the model summary, ANOVA, and coefficients. From the model summary, the results show a correlation coefficient (R) of 0.656 which indicates a strong positive relationship between job characteristics and employee engagement. The adjusted R Square of 0.425 shows that 42.5% of the variation in employee engagement can be explained by job characteristics, which suggests that job characteristics are a significant predictor of engagement. Furthermore, the ANOVA table shows a F-statistic of 78.697 which is highly significant ($p = 0.000$), demonstrating that the model is statistically significant. This means that job characteristics have a meaningful and substantial impact on employee engagement. The large F-value further supports the strong influence of job characteristics on employee engagement. In addition, the coefficients table shows that the unstandardized coefficient for job characteristics is 0.628, indicating that for every unit increase in job characteristics, employee engagement increases by 0.628 units. The t-value of 8.871 and the highly significant p-value (0.000) indicate that job characteristics are a significant predictor of employee engagement. In view of this, the null hypothesis that states, there will be no significant influence of job characteristics on employee engagement among librarians in universities in Edo State is hereby rejected.

Discussions



Employees that are engaged feel that they are effectively and energetically connected to their work and believe they are capable of handling the responsibilities of their position. Work engagement is a multifaceted concept that has garnered attention from various perspectives, including organizational psychology, human resource management, and leadership studies. Each perspective offers unique insights into the nature of work engagement, its antecedents, and its outcomes (Mazzetti, Robledo, Vignoli, Topa, Guglielmi, & Schaufeli, 2023)

The findings also indicate that librarians in universities in Edo State generally experience positive job characteristics, particularly in terms of skill variety, task significance, and job autonomy. There is a strong sense of achievement among the respondents. However, feedback from supervisors and opportunities for additional training and education are areas that could be enhanced. The finding on the positive perception of job characteristics aligns with the position of experts that job characteristics are constructions that organizations must integrate into the lifestyle of their employees. It provides guidance on the organization's structure, maintenance, and productivity. Job characteristics enhance employees' functional capabilities and their effective and efficient utilization for organizational growth, (Da Cruz Carvalho, Riana, 2020)

The study also found a moderately high level of employee engagement among librarians. The data suggests that while vigour and absorption are relatively high, there is a need for improvement in areas related to dedication, such as job meaning, motivation, and enthusiasm. This finding paints a good picture for the concerned organisations as employee engagement has been described as a major concern among managers, based on the perceived impact that engagement has on employee attitudes and performance, which in turn impacts organizational effectiveness, customer service, productivity, customer satisfaction, profitability, and firm performance¹.

Research indicates that engaged employees are not only more productive but also more committed to their organization, showcasing a willingness to go above and beyond their job requirements. This discretionary effort often translates into innovative solutions and improved service delivery, which can differentiate a company in a competitive market. Additionally, engaged employees tend



to exhibit lower turnover rates, reducing recruitment and training costs for the organization and maintaining a stable and experienced workforce.

The degree of employee engagement affects people personally in addition to organisational outcomes. Research indicates that contented workers exhibit higher job satisfaction, greater organisational commitment, and a greater propensity to participate in positive actions beyond their professional responsibilities.

Conclusion

The analysis of job characteristics indicates that librarians place high value on skill variety, task significance, and job autonomy, all of which contribute to a robust sense of accomplishment. However, the findings highlight a need for enhanced supervisor feedback and increased training opportunities. While overall employee engagement levels were moderately high, with vigour and absorption particularly strong, dedication reflected in motivation, job meaning, and enthusiasm emerged as an area requiring attention. Furthermore, the analysis shows that job characteristics have a substantial and statistically significant impact on employee engagement, positioning them as the primary driver of engagement among librarians. These insights suggest that targeted efforts to improve job characteristics, alongside support and development initiatives, can effectively strengthen engagement in this field.

Recommendations

1. There is need to strengthen managerial support for librarians in Edo State to boost their morale. Regular feedback and increased managerial backing will help librarians feel more supported in their roles, fostering higher job satisfaction.
2. Academic libraries in Edo State should promote fair advancement opportunities, transparent and merit-based promotional opportunities to ensure that employees feel their career progression is fair and achievable.
3. Academic libraries in Edo State should prioritize improving job characteristics such as task significance, autonomy, and skill variety.

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