INFLUENCE OF JOB CHARACTERISTICS ON JOB BURNOUT AMONG LIBRARIANS IN UNIVERSITY LIBRARIES IN NIGERIA

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ABSTRACT

The study investigated the influence of job characteristics on job burnout among librarians in university libraries in Nigeria. The study employed survey research design. The population of the study consisted of 624 librarians from 38 public universities in Southern Nigeria. Total enumeration was used. A validated questionnaire was used to collect data. The Cronbach's Alpha reliability coefficients for the constructs ranged from 0.72 to 0.95. The response rate was 80.4%. Data were analyzed using descriptive and inferential (simple and multiple regression) statistics. The findings revealed that Job characteristics significantly influenced job burnout of librarians in university libraries in Nigeria (β = .126, $t_{(498)}$ = 2.838, R^2 = .016, p < .05). There was a low level of job burnout among librarians (M = 2.20, SD = 1.33 on a scale of six). The librarians had much understanding of their job characteristics (M = 2.50, SD = 0.61 on a scale of three). The study concluded that job characteristics contribute to low level of job burnout among librarians in universities in Nigeria. The study recommended that library authorities should train librarians on job characteristics and on maintaining good work environment to prevent job burnout.

INTRODUCTION

Job burnout is a phenomenon in organizations known as a result of high level of job demands and low level of job resources. Job burnout in organisation usually manifests among highly passionate, committed and hardworking employees. It is also associated with service-oriented jobs such as physiotherapy, nursing, medicine, social works, fire-fighters and in librarianship. However, the occurrence of job burnout among librarians manifests with several symptoms which are related to psychological, physiological and cognitive symptoms. These symptoms, as it were, could affect librarians and other library personnel in carrying out essential duties in the library. Due to these factors, librarians experience frustration of inability to alleviate physical, emotional and mental symptoms leading to undesired organisational outcomes, such as lack of

organisational commitment, job dissatisfaction and lack of observable progress with users (Lasebikan & Oyetunde, 2012).

Job burnout among librarians triggers their health, leading to mental illness, physical disorder, high blood pressure and other health implications. The outcomes of these negative feelings and health complications negatively influence librarians to display undesirable organisational attitude and low work morale which affect their performance to provide effective and enabling services to users. In Nigeria, job burnout has been associated with health challenges and reduced well-being. It is associated with different kinds of problems on the job such as absenteeism, poorly designed job, job dissatisfaction and high turnover intension (Olalude & Popoola, 2013). These situations occur due to librarians having excessive workload, low acknowledgement of performance, poorly-designed job and difficult set of users requiring attention in the library. However, in a situation where there are inadequate resources, librarians become burnout but when there are sufficient resources, invariably, they become positive, productive and committed to the characteristics of their work.

Job characteristics is described as a construct that determines employees' work design, work outcome and extent to which a job is structured in a particular organisation. It relates to employees' sense of personal control, sense of task completion and job burnout. Job characteristics were introduced in the 1940's by industrial psychologists to initiate desire for managers and heads of organisations to understand how job outcomes relate to individual and organisational attitudes. Between 1960 and 1980, scholars embarked on the study of job characteristics. The studies produced two major findings regarding job characteristics. The first suggests that job characteristics are related to organisational commitment, work engagement, job satisfaction and organisational citizenship behaviour while the second states that there is a relationship between job characteristics and job burnout of organisational personnel (Podsakoff, Whiting, Podsakoff & Blume, 2009).

The commonly investigated activities of job characteristics are skill variety, task significance, task identity, autonomy and feedback. The reliability for the subscales of the job characteristics factors has also proved that it can only be measured by these same factors such as skill variety, task identity, task significance, autonomy and feedback (Johari, Mit & Yahya, 2009). These activities of job characteristics are variables employees should possess for innovation, creativity and dynamism in the organisation to secure an edge in the competitive environment. Employees are required to have these characteristics for pro-activeness in the organisation.

Library management and heads of department create a level playing ground for librarians to understand their job descriptions and area of specialisations in order to have presumed knowledge of their job. As a result of this, job characteristics bring out the functioning abilities of

the librarians and how they can be effectively used to minimise job burnout. It also provides librarians the avenue to work with the library's job plan, structures as well as the ability for them to be committed and perform up to desired expectations. Also, the five indicators as well as the three critical psychological states of job characteristics affect librarians and their work outcomes in respective tasks such as high-quality work performance, high satisfaction with work, high internal work motivation, and low absenteeism and turnover. Studies carried out in Nigeria, as shown in the literature emphasised that personal and work outcome will increase employees' productivity, job satisfaction, and employees' sense of attachment to the organisation (Aunne & Oguegbe, 2013). This will certainly improve employees' engagement on the job which could influence their in-role and extra-role performance in various organisations.

Objective of the Study

The main objective of this study is to determine the influence of job characteristics on job burnout among librarians in university libraries in Nigeria. The specific objectives are to:

1. find out the level of job burnout among librarians in university libraries in Nigeria;
2. determine the extent to which librarians in university libraries in Nigeria understand the characteristics of their jobs;
3. determine the influence of job characteristics on job burnout of librarians in university libraries in Nigeria;

Hypothesis

The following research hypothesis was tested in the study at = 0.05 level of significance:

Ho_1. Job characteristics do not significantly influence job burnout of librarians in university libraries in Nigeria.

Literature Review
Concept of Job Burnout

Job burnout in organisation is considered an unproductive element that causes employees mental and emotional disorder. Most employees naturally desire to put in their best but are not able to do so, due to unfavourable work conditions that usually affect their emotions and psychology. Alarcon (2011) informed that high level of job burnout is as a result of situational occurrences such as vagueness, role conflict, task interruption, workload as well as work pressure. In a study of job stress among university lecturers, salami (2011) found that Nigerian lecturers were vulnerable to job burnout due to the number of students they attend to. Also, in a study of female workers in Nigerian banks, Adekola (2010) observed high level of job burnout among nursing workers in Nigerian banks. Due to this negative occurrence, employees experience poor ventilation, poor lighting, excessive noise, lack of privacy, frequent interruptions, uncomfortable searing, and unavailability of lounge facilities are some of the many physical factors contributing to work-related stress (Caputo, 1991).

Factors that may also influence job burnout is work-family conflict. This could be due to job demands

conflicting with family demands. Excess time spent at work may reduce employees' family commitment which could cause low performance both at the organisational and family levels. In a meta-analytic review of 67 studies investigating the link between work-family conflict and a range of occupational factors, non-work elements and related outcomes, Allen, Herst, Bruck and Sutton (2000) found out a consistent relationship between work-family conflict and burnout.

Job burnout also manifests in several ways such as psychological symptoms, physiological symptoms and cognitive symptoms. These may lead to depression, fatigue, frequent illness, decrease in motivation, emotional disorder, frustration of efforts, lack of energy and negative thoughts. Job burnout symptoms occur once workers are exposed to hectic working situations (Bakker & Demerouti, 2007). Indeed, Maslach, Schaufeli and Leiter (2002) pointed out that "employees stressed on the job are relentless, experience exhaustion, depersonalisation and detachment from the job, as well as a sense of ineffectiveness and lack of accomplishment." (p. 399). The study of Sanjer, Zahra, and Zahra (2013) revealed that stress and depression rose due to inability of employees to alleviate physical and mental symptoms. Also, a study of job burnout of physicians in Israel between 1994 and 2001 indicated that physicians suffer from burnout in the study period (Kushnir, Levhar & Cohen, 2004). These findings agreed with a study of burnout on American

doctors in various areas of specialisations (Shanafelf, Boone, Tan, Dyrbye, Sotile, Satele & Oreskovich 2012), in which 45.8% of doctors identified a minimum one symptom of burnout. Abdulla, AL-Qahtani and Al-Kuwari (2011) in a finding on the occurrence of burnout in Qatar, 12.6 percent of the entirely physicians in Qatar experienced job burnout. Lasebikan and Oyetunde (2012) also identified job burnout in Nigeria as a major factor associated with physical, emotional and mental symptoms leading to turnover intention and absenteeism.

Job Characteristics of Workers in Organisations

Job characteristics are established on the fact that some specific attributes must exist in the workplace for the purpose of organisational advancement; these are high level of satisfaction, increased level of performance as well as reduced employee turnover (Tah, 2006). However, every characteristic an employee possesses, is for a specific job outcome which could bring out his level of performance and productivity. Thus, attributes of job characteristics activities are also known to affect employees' behaviour (Boonzaier, Bernhard & Braam, 2001). Nwosu, Akunne and Oguegbe (2013), in a study of private workers in Nigeria, observed that job characteristics increase employees' performance and their responsibility to the organisation. Demand for organisational best practices is a phenomenon that must not be left out in organisation. The need for

organisations to determine their job characteristics are to ascertain their significance and how such character could engender positive organisational outcome. A study by Chang and Lee (2006) in a commercial organisation, reported that job characteristics have significant and positive effects on employees' psychological outcomes such as organisational citizenship behaviour and job satisfaction.

The effect of job characteristics on organisations and employees' work outcomes are usually influenced by some critical psychological states such as meaningfulness of work, the job outcomes, and knowledge of the task results. Humphrey, Nahrgang and Morgeson (2007) indicated that the meaningfulness of work is the most important among the psychological states. Employees need to understand the task given by their organisations and also have the knowledge, experience and anticipated outcome of their job. Importantly, every employee must understand their job descriptions and areas of specialisation to have presumed knowledge of the job. However, the five indicators of job characteristics, according to the literature, will lead to these same three critical psychological states of job characteristics such as experienced meaningfulness of the work, experienced responsibility for the outcomes of the work and knowledge of the actual results of work activities (Rusconi, 2005).

Champoux (1991) also agreed that skill variety, task identity, task significance, autonomy and feedback improve the three psychological states of employees, such as experienced meaningfulness, responsibilities and the knowledge of results which influence intrinsic motivation of employees. These critical states identify skill variety, task identity and task significance as experienced meaningfulness of the work. Autonomy is denoted as having experienced responsibilities for the outcome of the work, while feedback indicates knowledge of the actual results of the work activities. The outcome and the knowledge results of a particular task are also affected by the feedback employees receive from doing the assigned task. These critical states would also serve as motivating factors of employees to determine their job characteristics which could also be directly related to the meaningful experience their work provides in tandem with the outcome of their efforts. This would certainly improve the psychological states of employees to actualise their various specific job characteristics.

According to Banai and Reisel (2007), the meaningfulness, responsibility and knowledge of the actual results of the job will lead to employees actualising organisational goals and objectives. The five indicators as well as the three critical psychological states of job characteristics according to Rusconi (2005), will also influence employees' personal and work outcomes in their respective tasks, which include high internal work motivation, high quality work performance, high satisfaction with work and low absenteeism and turnover. In a study of job characteristics, carried out in Nigeria by Nwosu, Akunne and Oguegbe

(2013), it was shown that personal and work outcome will increase employees' productivity, and employees' sense of attachment to the organisation. Meyer, Stanley, Herscovitch and Topolnytsky (2002), concluded that job characteristics affect work experiences of employees which include the subcategories and the scope of the job. Knowing that core job characteristics makes employees improve on their abilities and sustain their job. Allen, Lambert, Pasupuleti, Cluse and Ventra (2004), in a study among social and human service workers, Ohio, show a significant influence of job characteristics dimensions on employee commitment. However, this shows that job characteristics was established on the platform of employees knowing their importance and how their quality of service will affect the organisation positively.

The Job Characteristics Model (JCM) by Hackman and Oldham (1980)

The Job Characteristics Model (JCM) of Hackman and Oldham (1980) was used to explain the job characteristics variable in this study. The model was developed to explain problems related to employees' demotivation, job burnout, turnover intension and job dissatisfaction. The job characteristics model emerged from early motivational and job enrichment research such as Job Diagnostic Survey (JDS) by Hackman & Oldham, 1974 and the Yale Job Inventory (YJI) by Hackman and Lawler (1971). Job characteristics model was designed for two major purposes according to Hackman and Oldham (1980). The first purpose is to diagnose jobs prior to redesign which means that a job could be examined in terms of its core characteristics. The second purpose is expected to provide a method to measure change from pre-work design to post-work design.

Hackman and Oldham (1980) categorised the activities of job characteristics theory into five dimensions, namely skill variety, task identity, task significance, autonomy and feedback. They described these five characteristics as indicators of employees' critical psychological states. According to Champoux (1991), skill variety, task identity, task significance, autonomy and feedback improve the three psychological states of employees, such as experienced meaningfulness, responsibilities and the knowledge of results which influence intrinsic motivation of employees. These three critical psychological states were identified as experienced meaningfulness of the work (with skill variety, task identity and task significance as indicators), experienced responsibility for the outcomes of the work (with autonomy as indicator) and knowledge of the actual results of the work activities (with feedback as indicator). When employees attain critical psychological states, their personal work outcomes will be high. These outcomes are characterised by high internal work motivation, high quality work performance, and low absenteeism and turnover. Rusconi (2005) pointed out that job characteristics model leads to these

same employees' personal and work outcomes in their respective tasks.

This model is relevant to the variable of job characteristics. It describes the five activities of job characteristics used in this study which are skills variety, task identity, task significance, autonomy and feedback. The job characteristics model addresses the three critical psychological states of employees and their work outcomes in the organisation. It also highlights the importance of work motivation, high quality work performance, and high satisfaction with work and low absenteeism and turnover.
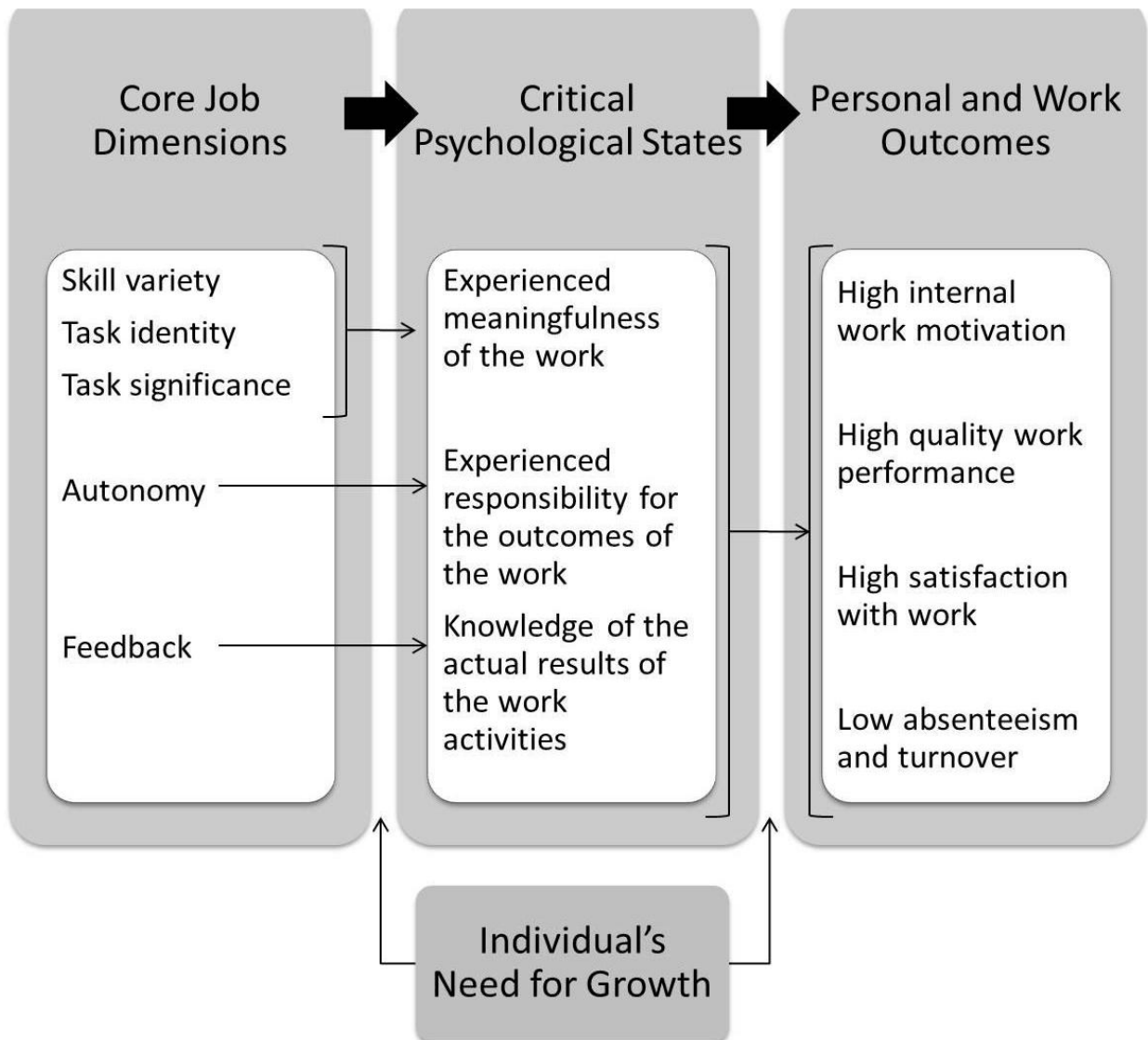
Figure: 1: Hackman and Oldham's Job Characteristics Model (Adopted from Rusconi, 2005, p. 16)

Job Characteristics and Job Burnout

Job characteristics was established and developed by Hackman and Oldham (1980) to assume a positive correlation or influence between job characteristics and organisational work-related outcomes such as job burnout, employees' turnover intention and intention to quit. According to Hackman and Oldham (1974) job characteristics is associated with two types of research output. First, the study suggests that job characteristics are closely related to organisational commitment and employee satisfaction. Second, job characteristics are closely related to job burnout. When employees are negatively positioned to determine their job characteristics, it shows a positive relationship with job burnout and other job-related outcomes. According to Chen, Wu and Wei (2012), "the various possible causes of job burnout have been investigated and three categories of work characteristics was identified which include job characteristics, workload and role characteristics." (p. 805).

Anne (2005) pointed out that the five dimensions of job characteristics were strongly related to Burnout in 2001 than in studies conducted in 1995. The study shows dynamism in the economic age. Recently, organisations give employees tasks that are beyond their job descriptions due to the fact that the state of our nation's economy has given room for non-identification of division of labour and job specialisations. Bakker, Demerouti, Taris, Schaifeli and Schreurs (2003) asserted that the

component of job burnout depends on the context of the study of job characteristics such as various task interruptions, organisational change, emotional dissonance, workload and work-home interference.

According to the study of Jackson, Schwab and Schuler (1986) in Europe, the three activities of job burnout are closely associated with job characteristics. Literature also established the fact that job characteristics can lead to different job burnout outcomes (Toppinen-Tanner, Kalimo & Mutanen, 2002) such as work overload and time pressure, were found to be strongly associated to one of the indicators of job burnout (exhaustion). This evidently shows that lack of performance by employees influence perceived job characteristics than either of the job burnout components. However, to minimise the effect of job burnout, organisations should focus on the dimensions of job characteristics, work overload, leadership style (Xiaorong & Hui, 2016).

The vitamin model by Warr (1985) explained that job characteristics affect employees' motivations, job satisfaction, professional happiness and employees' attendance. In this model, Warr investigated the association between job characteristics and job burnout. The findings show that the correlation between the activities of job characteristics and job burnout is high.

Organisations should take cognisance of their employees, as job burnout becomes a viral disease that reduces employees' performance and

portrays them as inefficient and ineffective in various tasks. Job characteristics may also lead to low level of job performance and reduced citizenship behaviour, absenteeism, reduced job satisfaction, loss of productivity and efficiency, and low morale (Schaufeli, 2003). This preceded the study of Rensch and Steel (1998) which pointed out an important correlation between job characteristics, job burnout and turnover intension. It also noted that job characteristics predict loss of resources and absenteeism of workers in organisations. Provision of adequate resources for employees reduces burnout. Gönül and Gökçe (2014) evidently pointed out that job burnout stands as a great negative implication to staff and the organisation as the situation may decrease organisation's sustainability.

Bakker, Demerouti and Sanz-Vergel (2004), mentioned that in the last four decades, some studies have found job characteristics to significantly influence job-related stress and job burnout. Job burnout seems to be related to numerous psychological and physical symptoms, such as depression, and feelings of helplessness, anxiety, insomnia and domestic problem (Armon, Shirom, Shapira, & Melamed, 2008). The job burnout literature also explains that job characteristics in the workplace influence employees' charisma due to depression, stress, burnout and job dissatisfaction (Paulette, 2002). According to Melamed, Shirom, Toker, Berliner and Shapira (2006), employees' well-being are known with

health related issues such as bodily disorders, type two diabetes, cardiovascular disease and some symptoms such as headaches and chest pains. These have resulted into low level of organisational commitment, lack of proper remuneration reduced performance.

Paulette (2002) predicted that, if job characteristics could be examined within the organisation environment, it would lead to high level of job burnout and job dissatisfaction, then the welfare of employees are in jeopardy. Due to these same factors, scholars have developed strategies to enhance job characteristics which include provision of adequate resources and employee's motivation (Paulette, 2002). According to the study, previous research indicated that the five dimensions of job characteristics and role stressors are negatively related to job-related mental health such as lack of work satisfaction and burnout. However, the result revealed that job characteristics reduce stress and other health-related issues. Adebayo and Ezeanya (2010), in a study among health workers in Nigeria, examined job autonomy and task identity and the experience of burnout reported that job burnout has no effect on task identity and job autonomy.

On the other hand, Xiaorong and Hui (2016) examined a close association of job characteristics and psychological well-being-related issues. It was revealed that the absence of job resources such as job autonomy in the workplace, leadership support, and co-worker support keeps organisation from

achieving their objectives and may lead to frustration and failure of employees.

Research Methodology

This study adopted the survey research design. The population for this study consisted of all 624 librarians from all the 38 public universities (Federal and State) in Southern Nigeria, according to the Nigeria University Commission. Total enumeration was adopted for this study because the population size is manageable and enabled the researcher to collect data from all elements in the population, and this was done to ensure full participation of all the librarians in university libraries in Southern Nigeria. The study included all the 624 librarians. Thus, there is no sampling. The questionnaire consists of two sections. Section A dealt with the level of job burnout of librarians. The variable contains three constructs, namely "exhaustion, Cynicism and inefficacy". This section adapted the Burnout Inventory by Maslach C, Schaufeli W. B. & Leiter M. P (2001). The scale comprises 19 items on job

burnout and a 6-scale measurement: Always-6; Very Often-5; Often-4; Sometimes-3; Rarely-2; Almost Never-1. While Section B dealt with job characteristics of librarians. It contains the five main constructs of the variable: "skill variety, task significance, task identity, autonomy and feedback." It adapted Hackman & Oldham (1980) questionnaire scale for this study. The scale comprises 21 items statements on job characteristics of librarians and a 3-scale measurement: 3 -Very Much; 2 - Moderate and 2 - Very Little -1. Description statistics were used to analyse the research questions and statistical package for social science (SPSS), 22.0 version was used to analyse the hypothesis.

Results and Discussions

A total of Six hundred and twenty-four (624) copies of questionnaire were administered to all librarians in university libraries in Southern Nigeria while five hundred and two (502) copies of the questionnaire were properly completed and retrieved, giving a response rate of 80.4%.

Table 1: Level of Job Burnout of Librarians in University Libraries in Nigeria

I experienced job burnout when..	Always 6	Very Often 5	Often 4	Sometimes 3	Rarely 2	Almost Never 1	Mean	SD
Exhaustion	F(%)	F(%)	F(%)	F(%)	F(%)	F(%)		
Working with people all day long requires a great deal of effort	94 (18.7)	68 (13.5)	97 (19.3)	101 (20.1)	100 (19.9)	42 (8.4)	3.66	1.59
I feel emotionally drained from my work	34 (6.8)	36 (7.2)	46 (9.2)	179 (35.7)	76 (15.1)	131 (26.1)	2.76	1.46
I feel I work too hard at my job	27 (5.4)	50 (10.0)	53 (10.6)	117 (23.3)	122 (24.3)	133 (26.5)	2.69	1.48
I feel like my work is breaking me down	15 (3.0)	32 (6.4)	53 (10.6)	141 (28.1)	97 (19.3)	164 (32.7)	2.48	1.36
It stresses me too much to work in direct contact with people	18 (3.6)	25 (5.0)	40 (8.0)	71 (14.1)	184 (36.7)	164 (32.7)	2.27	1.32
I feel frustrated by my work	5 (1.0)	25 (5.0)	30 (6.0)	100 (19.9)	127 (25.3)	215 (42.8)	2.08	1.21
Average Mean Score = 2.66, SD = 1.40								
Cynicism								
I feel tired getting up in the morning and have to face another day at work	33 (6.6)	17 (3.4)	33 (6.6)	141 (28.1)	117 (23.3)	161 (32.1)	2.46	1.42
I have the impression that my users make me responsible for some of their problems	27 (5.4)	37 (7.4)	23 (4.6)	106 (21.1)	98 (19.5)	211 (42.0)	2.32	1.50
I feel my inconsistence determines the end result of my work and relationship with my clients	26 (5.2)	39 (7.8)	29 (5.8)	83 (16.5)	100 (19.9)	225 (44.8)	2.27	1.52
I feel I look after certain users impersonally, as if they are objects	20 (4.0)	15 (3.0)	26 (5.2)	75 (14.9)	145 (28.9)	221 (44.0)	2.06	1.30
I have become more insensitive to people since I have been working	20 (4.0)	25 (5.0)	8 (1.6)	38 (7.6)	99 (19.7)	312 (62.2)	1.79	1.34
I am afraid that this job is making me uncaring	12 (2.4)	18 (3.6)	10 (2.0)	45 (9.0)	85 (16.9)	332 (66.1)	1.67	1.20
I really do not care about what happens to some of my users	23 (4.6)	7 (1.4)	9 (1.8)	32 (6.4)	86 (17.1)	345 (68.7)	1.64	1.25
Average Mean Score =2.03, SD = 1.36								
Inefficiency								
I achieve less than what I should	30 (6.0)	21 (4.2)	21 (4.2)	121 (24.1)	148 (29.5)	161 (32.1)	2.37	1.39
In my job, I do not get the desired results	18 (3.6)	9 (1.8)	20 (4.0)	78 (15.5)	138 (27.5)	239 (47.6)	1.96	1.24
My thinking process is slow	13 (2.6)	13 (2.6)	13 (2.6)	85 (16.9)	103 (20.5)	275 (54.8)	1.85	1.20
I doubt the significance of my work	14 (2.8)	15 (3.0)	17 (3.4)	46 (9.2)	120 (23.9)	290 (57.8)	1.78	1.21
I feel I am unprofessional in carrying out my daily routines	18 (3.6)	5 (1.0)	12 (2.4)	60 (12.0)	115 (22.9)	292 (58.2)	1.76	1.19
I feel like I am at the end of my rope	13 (2.6)	12 (2.4)	13 (2.6)	46 (9.2)	105 (20.9)	313 (62.4)	1.70	1.17
Average Mean Score = 1.90, SD = 1.23								
Overall Average Mean = 2.20, SD = 1.33								

Job characteristics on job burnout

Table 1 shows the results of the descriptive statistics as well as the decision rule adopted to explain the result which range from ≤ 2.49 Low; 2.5 to 4.49= moderate; 4.5 to 6 =very high.

From Table 1, the level of job burnout among librarians in university libraries in Nigeria was found to be low ($\overline{x}$ =2.2 on the scale of 6); indicating that the librarians rarely experienced job burnout. All the three constructs measured under job burnout (exhaustion, cynicism and inefficiency) had low average mean scores of ($\overline{x}$ = 2.66; 2.03 and 1.90 respectively). Exhaustion, which accounted for most of the feeling of job burnout, showed that librarians sometime had feeling of job burnout on a moderate level, scored a lower-than-average mean score ($\overline{x}$ = 2.66 on a scale of 6).

The second indicator of job burnout, cynicism, revealed that librarians had low level of job burnout which is as a result of their rarely experience of burnout symptoms ($\overline{x}$ = 2.03). Inefficiency contributed the least to the experience of job burnout by librarians on their job ($\overline{x}$ = 1.90).

All in all, findings show that librarians rarely experienced exhaustion, cynicism or inefficiency on their jobs, indicating that, though the librarians experience some degree of job burnout, they never regarded it as a major problem with their jobs. The findings showed that librarians in university libraries in Nigeria had a very much understanding of their job characteristics. It was established that job characteristics serve as a motivating factor for librarians to determine the meaningfulness of their work, the job outcomes and the knowledge of the task results. The respondents also agreed that understanding their job characteristics improves their abilities and sustain them on the job as observed by Nwosu, Akunne and Oguegbe (2013) in a study of job characteristics carried out in Nigeria, showed that the understanding of job characteristics increases employee performance and their responsibility to the organisation.

Table 2: Job Characteristics of Librarians in University Libraries in Nigeria

I understand that…………..	Very Much 3	Moderate 2	Very Little 1	Mean	SD
Task Significance	F(%)	F(%)	F(%)		
My job is very significant and important to the library users	429 (85.5)	68 (13.5)	5 (1.0)	2.84	0.39
The results of my work is likely to influence the library performance	431 (85.9)	59 (11.8)	12 (2.4)	2.83	0.43
My job has a large impact on staff within the library	343 (68.3)	132 (26.3)	27 (5.4)	2.63	0.58
My work has a significant impact on people outside the library	265 (52.8)	140 (27.9)	97 (19.3)	2.33	0.78
Average Mean Score = 2.66, SD = 0.55					
Skill Variety					
My Job involves a great deal of skills	327 (65.1)	154 (30.7)	21 (4.2)	2.61	0.57
My Job requires different skills for a wide range of tasks	322 (64.1)	142 (28.3)	38 (7.6)	2.57	0.63
My job involves doing different activities	279 (55.6)	188 (37.5)	35 (7.0)	2.49	0.62
Average Mean Score = 2.56, SD = 0.61					
Task Identity					
My job allows me to understand the meaningfulness and importance of the job	380 (75.7)	108 (21.5)	14 (2.8)	2.73	0.50
My job is arranged so that I can do an entire piece of work	256 (51.0)	224 (44.6)	22 (4.4)	2.47	0.58
My job involves completing a piece of work that has an obvious beginning and end	279 (55.6)	182 (36.3)	41 (8.2)	2.47	0.64
Average Mean Score = 2.56, SD = 0.57					
Feedback					
My job itself provides me with information about my performance	323 (64.3)	163 (32.5)	16 (3.2)	2.61	0.55
My work activities provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance	316 (62.9)	174 (34.7)	12 (2.4)	2.61	0.54
My job itself provides feedback on my performance	310 (61.8)	171 (34.1)	21 (4.2)	2.58	0.57
My job itself provides feedback from my supervisor on how well I am doing	290 (57.8)	187 (37.3)	25 (5.0)	2.53	0.59
The extent of feedback I receive from individuals than my supervisor(s)	170 (33.9)	250 (49.8)	82 (16.3)	2.18	0.69
Average Mean Score = 2.50, SD = 0.59					
Autonomy					
My job gives me a chance to use my personal initiative or judgement in carrying out the work	192 (38.2)	233 (46.4)	77 (15.3)	2.23	0.70
My job allows me to decide on the order in which things are done on the job	170 (33.9)	231 (46.0)	101 (20.1)	2.14	0.72
My job allows me to make decisions about what methods I use to complete my work	177 (35.3)	212 (42.2)	113 (32.5)	2.12	0.75
My job gives me considerable opportunity for independence and freedom on how I do the work	159 (31.7)	244 (48.6)	99 (19.7)	2.12	0.71
My job allows me to make my own decisions about how to schedule my work	179 (35.7)	197 (39.2)	126 (25.1)	2.11	0.77
My job gives me control over the pace of my work	165 (32.9)	228 (45.4)	109 (21.7)	2.11	0.73
Average Mean Score = 2.14, SD = 0.73					
Overall Average Mean = 2.5, SD = 0.61					

Decision Rule used to explain the result of the response to second research question given in Table 2 that range from ≤ 1.49 Very little; 1.5

to 2.49 = Moderate; 2.5 to 3.0 = Very Much. The table revealed that librarians in university libraries in Nigeria had a very much understanding of their job characteristics ($\bar{x}$ = 2.5 on a scale of 3). Their highest understanding was in the area of the significance of their job ($\bar{x}$ = 2.66). This is as a result of their job being significant and important to the library users ($\bar{x}$ = 2.84), followed by the results of their work is likely to influence the library performance ($\bar{x}$ = 2.83) and their job has a large impact on staff within the library ($\bar{x}$ = 2.63). The second indicator of job characteristics, skill variety, showed that librarians had a very much understanding of their skill variety ($\bar{x}$ = 2.56). This was attributed to their job involves a great deal of skills ($\bar{x}$ = 2.61) and their job involves different skills for a wide range of tasks ($\bar{x}$ = 2.57).

The extent to which librarians were able to identify their tasks was also to a very much understanding ($\bar{x}$ = 2.56). This was acknowledged by the job allows them to understand the meaningfulness and importance of their job ($\bar{x}$ = 2.73). Also, the librarians had a very much understanding on the feedback they receive about what they do ($\bar{x}$ = 2.50). This was attributed to the job provides them with information about their performance ($\bar{x}$ = 2.61), followed by the work activities provide direct and clear information about the effectiveness of their performance ($\bar{x}$ = 2.61) and the job provides feedback about their performance ($\bar{x}$ = 2.58) as well as the job provides feedback from the supervisors on how well they are doing ($\bar{x}$ = 2.53).

Autonomy, the last aspect of job characteristics had above average mean score of ($\bar{x}$ = 2.14), suggesting that they had a moderate understanding of autonomy on their jobs. This indicate that the job gives them a moderate chance to use their personal initiative or judgement in carrying out the work ($\bar{x}$ = 2.23), followed by the job allows them to decide on the order in which things are done on the job ($\bar{x}$ = 2.14) and the job allows them to make decisions about methods used to complete the work ($\bar{x}$ = 2.12), the job gives them considerable opportunity for independence and freedom on how they do the work ($\bar{x}$ =2.12) and the job allows them to make decisions about how to schedule their work ($\bar{x}$ = 2.11) as well as the job gives them control over the pace of their work ($\bar{x}$ = 2.11). Overall, librarians in university libraries in Nigeria had much understanding of their job characteristics.

The respondents are much aware of their task significance than any of the other four indicators of job characteristics (skill variety, task identity, autonomy and feedback). The result established the fact that the need for librarians to determine their job characteristics are to ascertain the significance of their job and how such character could bring positive organisational outcome to university libraries in Nigeria. This finding is in agreement with the study of Chang and Lee (2006) that, in a commercial organisation, employees are able to understand the significance of their job characteristics. The study further established that job characteristics

have significant and positive effects on employees' psychological outcomes such as organisational citizenship behaviour, job satisfaction and organisational commitment.

However, this finding goes further to support the study of Ahola et al. (2010) in a 10-year longitudinal, revealing that burnout, most especially exhaustion, is very risky for overall survival. The indication from these study shows that psychological effect of burnout may put pressure on librarians and other personnel in the library.

Research Hypothesis

Hypothesis 1: Job characteristics do not significantly influence job burnout of librarians in university libraries in Nigeria.

Table 3: Influence of job characteristics on job burnout of librarians in university libraries in Nigeria

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	58.997	6.186		9.536	.000
Job Characteristics	.340	.120	.126	2.838	.005
$R = .126^a$ $R^2 = .016,$ Adjusted $R^2 = .14,$ F=8.053, P = 0.005					
a. Dependent Variable: Job Burnout					

Table 3 indicates that job characteristics (β = .126, p < .05) significantly influenced job burnout of librarians in university libraries in Nigeria. Based on this, the null hypothesis was rejected. The Table reveals that 16% of the variation in the dependent variable (Job Burnout) was accounted for by the independent variables (Job Characteristics) ($t_{(498)}$ = 2.838, R-squared =.016, p < .05). It means that the p-value associated with the T-statistics was less than the 0.05 level of significance. This is an indication that independent variable was a good predictor of job burnout of librarians in university libraries in Nigeria. By implication, job characteristics will reduce the perceptions of job burnout among librarians in university libraries in Nigeria.

The hypothesis revealed a significant influence of job characteristics (β = .126, p < .05) on job burnout of librarians in university libraries in Nigeria. This finding is similar to the study of Adebayo and Ezeanya (2010) among health

workers in Nigeria, the study examined two indicators of job characteristics (job autonomy and task identity) and the experience of burnout, reported that job burnout has no effect on task identity and job autonomy.

As shown in the literature, job characteristics bring out the functioning ability of librarians and how they can be effectively used to minimise job burnout. To successfully achieve high level of performance for the library, librarians must explicitly identify and understand the importance of job characteristics. Furthermore, expatiating on the three dimensions of job burnout as well as the job characteristics of librarians, job characteristics reduced the contingency of emotional exhaustion, avoiding cynical attitudes and inefficacy. This is similar to the study of Xiaorong and Hui (2016) that job characteristics minimise the cynical attitudes of employees and give them a sense of responsibility to perform better for the organisation.

Conclusion

The study found out that librarians in university libraries in Nigeria understand their job characteristics. Existing literature suggests that little was known about influence of job characteristics on job burnout of librarians among university libraries, hence this study has contributed to existing knowledge by showing that job characteristics is a critical factor that significantly influence job burnout of librarians in university libraries in Southern Nigeria. However, this study has furnished a sound basis for understanding and explaining the influence of job characteristics on job burnout

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