

LIBRARIANS' PERCEPTION AND EFFECTS OF MOTIVATION ON STAFF PERFORMANCE IN UNIVERSITY LIBRARIES IN EDO AND DELTA STATES, NIGERIA

By

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Abstract

The study explored librarians' perception of, and effects of motivation in selected university libraries in South Southern Nigeria. These are university libraries located in Edo and Delta States. It employed a descriptive survey design to execute the study. A total population of 78 librarians (who also constituted the sample) from the university libraries were used for this study. The instrument used for the data collection was the questionnaire while frequency counts and percentages were used to analyze the data collected. Findings of the study revealed that majority of the respondents agreed that motivation have effect on staff performance; that the effect of good communication include building good relationship and trust; that most of the librarians understand what motivation is all about. From the finding, it was recommended that the management should bridge gap in communication, and that the management should draw up a yearly training programme for the librarians.

Introduction

Motivation is a process that elicits, controls, and sustains certain behaviours. Motivation is a phenomenon which affects the nature of an individual's behavior, the strength of the behaviour, and the persistence of the behaviour (Rani and Lenka) 2012. Motivation is internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal (Onyeukwu & Ekere) 2018. In university libraries, university librarians are faced with the problem of how to motivate library personnel. Kolawole, Abolaji and Olagoke (2015) defined motivation as an incentive given by the employer to employees to enable them perform their jobs creditably, while Strough, Bruine de Bruin and Peters (2015) referred to motivation as the willingness to engage with a decision, including considering the presented information, deliberating about the options, and selecting the option that is most likely to lead to preferred outcomes.

The effect of motivation in the university libraries is of prime importance. This is simply because achieving socio-economic development and making impact in the learning ability of the students within the country cannot be overlooked (Ugah, 2008). The type and quality of motivation given to library personnel, affect their job performance positively or negatively (Idiegbeyan-Ose & Idahosa, 2011). The greatest asset of any university library whether federal government, state government or private owned is the human capital. This is so because the functionality of other aspect of the resources, finance and material, depends on the human capital (Szalma, 2014).

Effective library personnel motivation has long been one of university's librarian most difficult and important duty (Iwu, 2011). Success in this endeavor is becoming more challenging in the light of pressure to increase productivity and effective service delivery (Salaam Alawiye and Okunlaya, 2013). University libraries can easily achieve its objectives when the library personnel are effectively motivated. When motivation is not done in a library, it might be difficult to achieve the stated objectives of the university (Odeku and Odeku, 2014). No University library can be higher in quality than the level of motivation and job performance of the personnel within the system (Tella & Popoola, 2007). In terms of job context, job content and reward system for library personnel, there is a kind of systematic motivation inadequacy within the Nigerian university library system (Obajemu Dekpen, and Ojo 2012).

Reward systems in terms of salaries and emoluments appear unsatisfactory. Improvements in recent years are not deep enough to record satisfactory improvement in library personnel morale (Odunlade, 2012). According to Safiullah, (2015) motivation is an index of inner feeling in a certain way to the need of the individual that jobs must be designed

to further employee's performance and fulfilment. The success of any university library depends on the effectiveness of employee's job performance which to a large extent depends on the level of skill acquisition, experience and motivation among other factors. Therefore, this research examined the practice of motivation as a tool for job satisfaction in library personnel for effectiveness on their jobs.

Research Questions

- What are the perceptions of librarians on motivation?
- What are the effect of good communication on staff motivation?
- What are the effects of motivation on staff performance?

Literature Review

Concept of Motivation

Bamgbose and Ladipo (2017) asserted that motivation is a process by which the learner's internal energies are directed toward various goals or objects. He noted that motivation is an internal condition that activates behaviour and gives it direction and energies and directs goal-oriented behaviour. Similarly the various theories of motivation may be rooted in the basic need to minimize physical pain and maximize pleasure. Ola and Adeyemi, (2012) described motivation as the complex forces, incentives, needs, tensions and other mechanisms which energize, canalize and sustain human behavior to carry out a particular action. In effect, motivation refers to the degree of energy and commitment with which a person performs a job.

Extrinsic motivation comes from outside the individual, and results from the expectation of receiving external rewards such as salary, benefits, incentives, promotions and

recognition in exchange for job performance. When personnel are intrinsically motivated, they do not need extensive extrinsic incentives because working in itself is rewarding declared Georgellis and Tabvuma (2011). Banuri and Keefer (2013) supporting the above assertion stated that personnel find the working environment enjoyable and task participation rewarding. In fact, extrinsically motivated staff is those who are not really interested in the activity for its own sake, but care only about the rewards that the work will bring them (Lai, 2001).

Relationship between Motivation, Job Satisfaction and Personnel Effectiveness

The relationship between motivation, job satisfaction and effectiveness is very important in the library. Research has found that the single greatest predictor of longevity is work satisfaction (Kaiser, 2014). Work is one third to one half of a person's lifetime, and if frustrated the mental and physical effects are very costly (Nwosu, Ugwoegbu and Okeke, 2013). Job characteristics includes skill variety, task identity and task significance leading to psychological conditions in which in turn leads to increased motivation, performance and job satisfaction (Lilin, 2018). It is important to determine how much of an effect does overall job satisfaction, motivation and productivity here on each other. It is also important to find out the relationship between job satisfaction and motivation because it can assist business in designing and shaping the work environment to maximize productivity and motivation (Lau, Peters and Ching-Yat Ng, 2015).

Sarna (2015) analyzed that human relations as the prime motivator, realized that physical surroundings affected output that personnel worked harder just because someone took an interest in what they were doing, when varying the work situation and other factors with a test group; she found that productivity increased with both the test and a control group. Finally she concluded that interpersonal relationships and informal work-group affect output;

communication, group norms and values are directly related, worker participation, type of supervision, moral and satisfaction are all important. Iyida (2015) declared that monetary incentive further improved personnel job performance but added no incremental satisfaction gain. The incorporation of production standards, performance feedback and monetary incentive affected job satisfaction and productivity differently and this had an effect on the personnel's satisfaction (Malik, Butt & Choi, 2015).

A more important area of concern for management arising out of the review include the psychological effects of job content, the matching of jobs to individual needs, the appropriateness of reward systems, and the use of performance appraisal and salary evaluation. All are seen as being pertinent to the quality of organizational functioning (Shuck, Zigarmi and Owens, 2015). It is therefore contended that a holistic contingency approach which takes into account the needs of workers, the characteristics of their work environment and the requirements of the organization should be adopted.

Motivation as a Tool for Achieving Personnel Effectiveness

Dartey-Baahto and Amoako (2011) noted that some items such as work itself, responsibility, growth, achievement, advancement, recognition are regarded as motivational factors while some others are classified as dissatisfies (hygiene factors). They include interpersonal relations, supervision, company policy, and salary and job security. Another important way to motivate personnel is to mount an adequate training and retraining scheme. In this age of technological advancement, workers need to update themselves from time to time in order to acquaint themselves with the changes that are taking place, therefore, long and short-term training programmes are required for personnel if they are to be efficient and effective. The effectiveness of work can be attained when the needs of the personnel are met.

‘Work’ to some people has intrinsic value, but to others it is a derived means. If all people believed in intrinsic value of work then less effort would have to be devoted to motivation.

Methods

Descriptive survey was used for this study. The population consisted of librarians in five university libraries in Edo and Delta States. These were Delta State University Library Abraka, University of Benin Library, Benin City, Benson Idahosa University Library, Benin City, Igbenedion University Library, Okada and Novena University Library, Amai, Delta State. The entire pollution of 78 librarians was used for the study. The instrument employed for the collection of data was questionnaire. The data obtained from the retrieved questionnaires were analyzed using frequency counts and simple percentages.

Results and Discussion

Table 1: Population and sample of the study

University libraries	Number	Percentage
University of Benin Library, Benin City, Edo State	17	21.8
Delta State University Library, Abraka	41	52.8
Igbindion University, Okada, Edo State	9	11.5
Benson Idahosa University, Benin City, Edo State	7	9
Novena University, Ogume, Delta State	4	5.1
Total	78	100

Table 1 shows that the respondents are 78(100%) in all. However, the highest number of respondents are from Delta State University Library, while the lowest are from Novena University.

Table 2: Perception of librarians on motivation

Perception	SA		A		D		SD		UD	
	No.	%	No.	%	No.	%	No.	%	No.	%
Motivation is induced by library managers	24	30.8	29	37.2	19	24.4	4	5.1	2	2.6
Motivations is a product of	33	42.3	37	47.4	-	-	6	7.7	2	2.6

management style										
It is designed to cause job satisfaction	23	30.8	40	51.3	11	14.1	3	3.8	-	-
It can determine staff job performance	27	34.6	37	47.4	11	14.1	1	1.3	2	2.6
It is an art and cannot be learnt	13	16.7	14	17.9	37	47.4	6	7.7	8	10.3

Table 2 shows that majority of the staff “strongly agreed” and “agreed” to the different perception statements on motivation. “Motivation is induced by library managers” attracted 24(30.8%) strongly agreed responses and 29 (37.2%) agreed, motivation is a production of management V style strongly Agreed 33 (42.3%) and agreed 37(47.4%) respectively. It can be deduced from the data in the table that most of the respondents have adequate knowledge of what motivation is all about.

Table 3: Effect of motivation on staff performance

Performance	SA		A		DA		SD		UD	
	No.	%	No.	%	No.	%	No.	%	No.	%
Job satisfaction	57	73.1	16	20.5	4	5.1	-	-	1	1.2
Enhance job Performance	40	51.3	34	43.7	1	1.2	2	2.6	1	1.2
Increased organizational productivity	30	38.5	40	51.3	4	5.1	-	-	4	5.1
Cordial relationship between managers and subordinates	30	38.5	40	51.3	4	5.1	1	1.2	3	3.9

Table 3 shows that most of the respondent strongly agreed and agreed respectively to the effect of motivation on job satisfaction attracted followed by enhancement of job performance. This corroborates the study by Brown and Shepherd (1997) who examined the characteristic of the work of teacher-librarians in four major categories knowledge base, technical skills, values and beliefs.; that the teacher-librarians will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the

development, of shared vision. It can be deduced from the table that motivation affects staff performance.

Table 4: Effects of good communication on staff motivation

Communication	SA		A		DA		SD		UD	
	No.	%	No.	%	No.	%	No.	%	No.	%
Good communication builds relationships	57	73.1	16	20.5	4	5.1	-	-	1	1.2
Good communication development	40	51.3	34	43.7	1	1.2	2	2.6	1	1.2
Foster pleasant working environment	30	38.5	40	51.3	4	5.1	-	-	4	5.1
It help to established an open forum for discussion	30	38.5	40	51.3	4	5.1	1	1.2	3	3.9

Table 4 reveals that most of the respondent “Strongly Agreed” and “agreed” respectively to the effect of communication such as building relationship 57(73.1 %). Meyer (1997) states that communication manifests itself in the work of the library as it enables staff about respective roles and work and it helps managers to establish an open forum for discussion. This is possibly the reason for the overwhelming opinions of “Strongly Agree” and “Agree” options. It can be deduced for the Table that good communication motivate staff.

Conclusion

Based on the findings of the study, it could be concluded that most of the librarian’s perception about motivations shows that they understand what motivation is all about; they also agreed that motivation has effect on their performance; that good communication between the management and the librarians motivate them to perform better.

Based on the findings, the following recommendations are set forth:

- i. Library manager should make sure that motivation is encouraged in the libraries to enhance productivity and performance.
- ii. Library management should draw up yearly training and development programme for librarians which could take the form of seminars, workshop, symposia and on the job training scheme to update the skills and competence of the librarian. In- service training should be organized for staff to develop their ability and to acquire new skill in their related field of work.
- iii. Staff should be given opportunity to express themselves.
- iv. There, should be increase in salary structure.
- v. Library managers should try to make the working environment conducive for the staff, staff should be promoted when due to stimulate their consciousness toward the realization of goals and aspiration of the library.
- vi. Library managers should take advantage of motivation strategies, more value should be placed on motivation by recipient and reward should be commensurate with action to enable librarian attain a greater performance in the library services.
- vii. There should be flow of communication between the library manager and subordinates to enhance cordial relationship.

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