

INFLUENCE OF STAFF MOTIVATION VARIABLES AND GOOD GOVERNANCE IN UNIVERSITY OF CALABAR LIBRARY

BY

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Abstract

Staff motivation is an integral part of success in any service organization like the library. This study was carried out to investigate the influence of staff motivation variables on good governance in University of Calabar Library. The study adopted a survey research design. The population for the study constituted 221 library staff of the University of Calabar Library and the census technique was employed where all the population participated in the study. Staff Motivation Variables and Good Governance Questionnaire (SMVGGQ) was used for data collection with a coefficient correlation of 0.90. A reliability index of 0.78 was achieved for the instrument using Cronbach Alpha method after a pilot test was conducted on 40 respondents that were not part of the main study area. The research data was analyzed with descriptive statistics (mean and standard deviation) and inferential statistic (One-way analysis of variance). All hypotheses were tested at 0.05 level of significance. The study found that there is a significant influence of welfare packages on good governance in University of Calabar Library and that in-house training significantly influence good governance in the University Library. Therefore, it was recommended among others that employees in the University of Calabar Library should be well and adequately motivated with different welfare packages most frequently to boost their self-confidence for competent and higher performance in other to exhibit positive governance in the course of carrying out their daily job functions.

Keywords: Staff motivation variables, Good Governance, University Library.

Introduction

Staff motivation in any library settings can be regarded as one of the most important elements that contribute to a productive and well-managed environment and increases productivity by head of that library. Its major responsibility is to facilitate the morale buster of library staff towards service delivery to users. In a way, no organization can survive without the full support and contribution of its staff. The significance of library staff in dissemination of services to users has become more important in the present-day information era. This is why Idowu (2011) reiterated that in the present-day information era, the quality of

library information service is anchored on certain factors such as the nature of information resources, facilities and most importantly its personnel.

The essence of the university library is to support teaching, learning and research to students, lecturers and the university community. It is the most important resource in an academic institution. There is no university without a library. No matter the size of the university, there must be a library with personnel and resources. University library is a library that exists in a university to support teaching, learning and research. It is usually managed by a university librarian who is responsible to the vice chancellor for the general administration of the library. The university library is the principal instrument of the university in the conservation of recorded knowledge and advance of knowledge (Ottong & Edem, 2006). Staff of the university library comprises of professional, para-professional and support staff. Hence, all categories of staff are needed in the university library for the day-to-day functions and services of the library, whether the library is automated or not (Fyneman & Idiedo, 2022). Furthermore, it is the responsibility of the University Librarian to ensure that reliable, experienced, intelligent, competent, versatile and skillful people are employed in the university library.

To enable the university, provide adequate support expected of it, qualitative and quantitative staff or personnel is imperative. In all university libraries, there must be personnel of all categories, ranging from librarians to the cleaners, to carry out the routine activities of the library. The personnel are very important assets in the university library. For the smooth running and effective services of the university, the personnel must be properly managed. Library staff occupy a central position in the sphere of university structure. Consequently, the

level of staff motivation among library personnel seems to be very low. This may be as a result of lack of motivation arising from its leadership. Motivating library staff for good governance is essential leading to smoother library operations and better execution of policies set by leadership. High morale reduces absenteeism and turnover, ensuring continuity in governance. Library staff who feel valued and engaged are more likely to adhere to ethical standards and organizational policies thereby discouraging corruption and malpractices. There will rather reinforcing transparency and accountability, provide honest feedback, helping leadership identify governance gaps and make informed decisions that will be geared towards good governance (Emeribe, (2020).

When library employees are motivated by the head of the library, they align with the organization's mission, reinforcing a culture of integrity, good governance and open communication from the top level down to lowest ladder thereby fostering trust between the upper leadership down to the lowest level of staff, ensuring inclusive policies are effectively implemented. It is based on this assertion that Tella, Ayeni and Popoola (2007) asserted that no matter how a library may be, high productivity still depends on the level of motivation and the effectiveness of the workforce. Yusuf (2005) argues that the ability of modern organization to attain its set goals and the decision-making efficacy of contemporary managers is no longer dependent on just the quality of the manager, but more importantly on the level of motivation of personnel that translates to quality input to the organization. Staff welfare and in-house training are integral part of managerial functions aimed at harmonizing staff loyalty towards good governance. For organizations like the university of calabar library to strive effectively, its work force must act strongly for the achievement of organizational goals and also have a strong urge to remain loyal at all times.

Good governance in a library refers to the effective trust, transparent and ethical management of resources, policies, and services to ensure the library fulfills its mission while serving its users and staff efficiently. It involves structured decision-making, accountability, and stakeholder participation to maintain a well-functioning institution thereby accelerating staff motivation towards job productivity. Governance ensures the library's operations align with its core objectives (e.g., education, research support, community engagement). Its policies most reflect the needs of users (students, researchers, public patrons, fair hiring, training and promotion policies for all categories of library staff. The type of governance exhibited in the library also goes a long way to determine the level of performance from library staff. It is very obvious that performance of library staff under tyrannical governance is far different from a democratic participatory system where staff cannot voice out their grievance and make their own contributions without any intimidation or fear, where staff input is always recognized and invariably serve as motivation to them. The type of governance if practiced in the library will determine whether the library as an organization will achieve its set goal or not.

Statement of the problem

Poor governance in library management has been characterized as a huge problem bedeviling the organization. When staff are treated wrongly and subjected to poor and tyrannical method of administration, there are bound to demonstrate lack of interest and commitment towards their employer and the organization in general. It is vital for the organization to motivate employees with adequate supplies of materials, financial resources and providing an environment that induce an organization member to contribute their own quota towards the advancement of the organization.

However not many organizations consider the need for a well worked out and cordial relationship with its staff. The very few organizations that gives thought to these very important functions do so with lack of seriousness, lack of continuity and lack of attention. Staff are often subjected to different and unethical job practices with a lopsided remuneration, lack of formal systems to recognize and reward staff achievements, unclear or inaccessible guidelines for library operations, inconsistent implementation of policies, limited opportunities for promotions or career advancement in the sense that staff are not carried along in terms of content and decision making resulting to the lackadaisical attitude of management towards staff welfare. The staff becomes redundant towards withdrawers from work, less dynamism to work activities, and do not take pride in their job anymore. These has resulted to gradual decline in the ability of manpower to cope with the increasing challenge unfolding by the day in organization where industrial output is inconsequential in spite of the huge proliferation of modern technology being displayed in work operations.

Observations have showed that the poor performance of workers is as a result of poor governance and the inability of management to take into consideration the plights of its staff seriously. In spite of the efforts geared towards improving the welfare of staff, there are some doubts as to the quality of services rendered by staff in university of calabar and their attitude towards students. It is in the light of this that the researcher through the work intended to investigate the influence of staff motivation variables on good governance in university of calabar library.

Hypotheses

The following hypotheses were formulated for the study

1. There is no significant influence of welfare packages on good governance in university of calabar library.
2. In-house training does not significantly influence good governance in university of calabar library.

Literature Review

Motivating workers by way of material rewards brings about an increase in their performance thereby capable of increasing the productivity in the library as an organization. Bamgbose and Ladipo (2017) observed that motivation of employee through increase in wages and salary from time to time boost their morale for efficiency and higher productivity. Also, Etor and Asuquo (2021) study observed that there were notable disparities between promotion, provision of incentives and security service delivery in universities. Security personnel discharged on average, services beyond the extent of promotion and incentives provided to them. Provision of incentives did not relate significantly to security service delivery; however, staff promotion significantly influences security service delivery in universities.

Iyang, Vincent and Usang (2014) conducted a study on motivation as correlate of work attitude of library staff in tertiary institutions' libraries in Cross River State, Nigeria. The findings revealed that award salary, fringe benefits, specialized training and working environment significantly relates with attitude to work in academic libraries in Cross River State, Nigeria. Udo-Anyanwu and Amadi (2018) examined the relationship between reward system (extrinsic and intrinsic) and job satisfaction among library staff in tertiary institutions in Imo state. Findings revealed that librarians of selected universities in Imo state were satisfied with their job.

Oravee, Zayum and Kokona (2018) determined the impact of intrinsic and extrinsic rewards aspect of job satisfaction on employee's performance on Nasarawa State Water Board, Lafia, (NSWB), Nigeria and results revealed that intrinsic (achievement and advancement) and extrinsic (promotion and pay) rewards aspect of job satisfaction significantly influence employee performance at the Nasarawa State Water Board. The study concluded that job satisfaction is germane to employee performance as satisfied workers tend to be more concerned about given tasks, work speedily, work with free of errors and omissions, willing to accept more responsibility and perform optimally.

Also, Ogar (2021) conducted a study on salary as a motivational factor and service delivery of academic librarians in university libraries in South-South, Nigeria. The results showed that there is a significant relationship between salary and service delivery of academic librarians among university libraries in South-South, Nigeria.

Similarly, Ola and Adeyemi (2012) study found a positive and good relationship with co-workers in Kenneth Dike Library and thus submitted that the workplace tends to be more conducive in an atmosphere where there is no rancor or animosity requires the precedence of staff welfare. The findings in its entirety supported by Satta, Nawaz and Khan's (2012) opinion that several factors come together to determine the job satisfaction including the basic factor (pay, work, supervision, promotion, coworkers and work environment). Supported by Tella et al (2007) submission that professional and non-professional library personnel have the same perceived work motivation if they are given the work environment and incentives that they need and deserve. However, it must be noted that among the older employees and the high-ranking officers, responsibility matters to them a lot more than

money. This is so because responsibility commands authority and respect, with decision power, which most times keep them highly motivated.

Also, Obajemu, Dekpen and Ojo (2012) maintained that application of fringe benefits cannot be ignored if organizational goal is to be realized or maintained, and that organization can get its best from the staff when they are timely advanced to greater position of responsibilities (through promotions). The finding supported many other previous studies such as Allner (2008), which stated that patterns of poor managerial leadership create low morale, poor organizational climate, distrust towards supervisors among subordinates, low productivity, lack of teamwork, and lack of consensus building and shared goals.

Obi, Inyang and Etim (2015) study corroborates with the study reports on staff development and productivity of librarians in Cross River University of Technology Library. The results of the study showed that the calculated r-values for cataloguing (0.56), citation (0.81), referencing (0.61) and shelving (0.83) are each higher than the critical r-values of .195 at .05 level of significance with 103 degree of freedom. This implies that in-service training, conference attendance, seminar attendance, workshop attendance has a significant positive relationship with staff productivity. The higher the academic self-concept, conference attendance, seminar attendance, workshop attendance, the higher staff productivity tends to be.

Inyokwe and Agwunobi (2017) found that when staff are highly motivated their service delivery is high but when this is poor their service delivery declines considerably. Based on this, recommendations were made to the effect that heads of library establishment should be conscious to identify motivational techniques that could propelled their staff to give in their best for improved library services to users.

Emeribe (2020) conducted a study on human resource management variables and academic staff job effectiveness in the university of calabar, cross river state, Nigeria. The result revealed that the management of lecturers' appraisal/promotion and management of lecturers' in-service training significantly relate to their' job effectiveness in the university.

Research methodology

The survey research design was adopted for this study. The target population for the study was 221 library employees of all categories in five divisions of the university of calabar library (resource development division, readers' services division, system development division, reference/bibliographic services division and technical service division) and census approach was employed where all the population participated in the study. The population of staff in each library was sourced through personal contacts and visits to the library. Ninety five percent (95%) of the population from each division of the selected unit was used for this study with a reliability index of 0.78 was achieved for the instrument using cronbach alpha reliability method. With this, out of the 221 copies of questionnaire distributed, which spreads across all the staff categories in the selected divisions of the library, 204 were completed and retrieved for data analysis. Table 1 presents the study population:

Table 1:
Population distribution of library staff in university of calabar

S/No	Library Divisions	Population
1	Resource Development Division	68
2	Readers' Services Division	34
3	System Development Division	46
4	Refence and Bibliographic Services Division	61
5	Technical Service Division	12
Total		221

Findings

The main independent variable of the study was influence of staff motivation variables. The mean and standard deviation of the major variables of the study was calculated and presented as shown in Table 1. The result of the study is discussed under individual hypotheses

Testing of hypotheses

Hypothesis one: There is no significant influence of welfare packages on good governance in University of Calabar Library.

The independent variable in this hypothesis is welfare packages with three levels namely (salaries, bonuses and retirement benefits) while the dependent variable is good governance in university of calabar library. To test this hypothesis one-way analysis of variance (ANOVA) was used as presented in Table 2.

Table 2: Summary of one-way analysis of variance with the influence of welfare packages on good governance in University of Calabar library

welfare packages	N	\bar{X}	SD
Salaries	97	15.44	2.99
Bonuses	113	15.26	3.01
Retirement Benefits	69	17.49	8.26
Total	279	15.87	4.93

Sources of variance	Sum of squares	df	Mean square	p-value
Between Group	241.87	3	120.93	.007
With Groups	6512.742	201	23.597	
Total	6754.609	204		

*p<.05

The result of the analysis in table 2 indicates the result of the influence of welfare package on good governance in university of calabar library. With the calculated p-value of .007

which was less than 0.05 alpha level, the null hypothesis which state that there is no significant influence of welfare packages on good governance in university of calabar library was rejected ($p=.007$). This implies that, there is a significant influence of welfare packages on good governance in university of calabar library. Welfare packages is a necessary step towards good governance in an organization. The impact of regular welfare packages on good governance cannot be over-emphasized. Regular staff welfare packages help in aligning the aspiration of employees thereby eliminating poor governance and thereby increasing high level of job satisfaction among staff members of all categories and improving staff attitude towards work. This finding relates with Obajemu, Dekpen and Ojo (2012) study that maintained that application of fringe benefits cannot be ignored if organizational goal is to be realized or maintained and that libraries can get its best from the staff when they are timely advanced to greater position of responsibilities (through promotions) as and when due.

Also, Iyang, Vincent and Usang (2014) conducted a study on motivation as correlate of work attitude of library staff in tertiary institutions' libraries in Cross River State, Nigeria revealed that award salary, fringe benefits, specialized training and working environment significantly relates with attitude to work in academic libraries in cross river state, Nigeria. Udo-Anyanwu and Amadi (2018) examined the relationship between reward system (extrinsic and intrinsic) and job satisfaction among library staff in tertiary institutions in Imo state. Findings revealed that librarians of selected universities in Imo state were satisfied with their job.

Also, Ogar (2021) conducted a study on salary as a motivational factor and service delivery of academic librarians in university libraries in south-south, Nigeria. The results showed that there is a significant relationship between salary and service delivery of

academic librarians among university libraries in south-south, Nigeria. The study also agrees with Tella et al (2007) submission that professional and non-professional library personnel have the same perceived work motivation if they are given the work environment and incentives that they need and deserve. However, it must be noted that among the older employees and the high-ranking officers, responsibility matters to them a lot more than money. This is so because responsibility commands authority and respect, with decision power, which most times keep them highly motivated.

Hypothesis two: In-house training does not significantly influence good governance in university of calabar library.

The independent variable in this hypothesis is in-house training with three levels namely (cataloguing, shelving and referencing) while the dependent variable is good governance in university of calabar library. To test this hypothesis One-way analysis of variance (ANOVA) was used as presented in table 3.

Table 3: Summary of one-way analysis of variance with the influence of in-house training on good governance in University of Calabar Library

In-House Training	N	\overline{X}	SD	
Cataloguing	80	15.74	3.01	
Shelving	139	15.04	2.90	
Referencing	60	17.98	8.74	
Total	279	15.87	4.93	
Sources of variance	Sum of squares	df	Mean square	p-value
Between Group	364.397	3	182.199	.000
With Groups	6390.21	201	23.153	
Total	6754.61	204		

*p<.05

The analysis from Table 3 shows the result of the influence of in-house training on good governance in university of calabar library. With the calculated p-value was found to be .000 which was less than the chosen alpha of .05 alpha level, the null hypothesis which states that in-house training does not significantly influence good governance in University of

Calabar library was rejected ($p=.000$). This implies that there is a significant influence of in-house training significantly influence good governance in University of Calabar Library. When staff are properly trained in terms of conference attendance, seminars and foreign exposures that are being sponsored by their organizations, surely will increase their knowledge on current governance and best practices.

It is for this reason that Obi, Inyang and Etim (2015) study which reported that in-service training, conference attendance, seminar attendance, workshop attendance has a significant positive relationship with staff productivity. The higher the academic self-concept, conference attendance, seminar attendance and workshop attendance, the higher staff productivity tends to be resulting to good governance among staff. Also, Emeribe (2020) conducted a study on human resource management variables and academic staff job effectiveness in the University of Calabar, Cross River State, Nigeria. The result revealed that the management of lecturers' appraisal/promotion and management of lecturers' in-service training significantly relate to their' job effectiveness in the university.

Conclusion

It is clear from the findings that welfare packages and in-house training as a motivational variable influences good governance among library staff in university of calabar library. These variables are critical for the effective functioning of the university of calabar library. Although the study focuses solely on the university of calabar library, issues raised could be pertinent to situation elsewhere in Nigerian libraries in general. University libraries in Nigeria need to realize that the parent institutions alone can no longer meet their obligational needs due to its lean budgetary requirements to operate optimally. The university of calabar library faces several challenges in staff morale booster with its' limited resources,

outdated infrastructures and resistance to change. However, by addressing these challenges right from the upper echelon to the bottom level through targeted interventions, the library can significantly improve its operations and service delivery to its users effectively.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. Employees in university of calabar library should be well and adequately motivated with different welfare packages most frequently to boost their self-confidence for competence and higher performance in other not to exhibit poor governance in the course of carrying out their job functions.
2. In-house workshops and conference attendance should be made part of the organizational policy criteria for staff promotion to enhance their productivity.
3. Implementing recognition and reward systems for staff and investing in professional development and modern infrastructure.

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