

## Factors Affecting Staff Motivation in some University Libraries in Edo and Delta States, Nigeria

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### Abstract

*This study investigates factors affecting staff motivation in university libraries in Edo and Delta State Nigeria. The instrument used for data collection was the questionnaire. The data obtained were analyzed using simple percentage and frequency count. The findings revealed that the pay-rise, regular payments of salary and staff training and development have great effects on staff motivation in the libraries investigated. Library management should make provision for pay-rise and job training in order for staff to be motivated to perform better on the job.*

**Keywords:** Factors affecting motivation; staff motivation, & University Libraries.

### INTRODUCTION

Motivation has to do with those processes, both instinctive and national by which people seek to satisfy their basic drives, perceived need and personal goal, which trigger human behavior. It is a significant factor in belief that having well-motivated staff is a significant factor in providing effective library and information services. Every organization is established with the primary aim of fulfilling certain objective(s) or goal(s). For this to be accomplished, human and material resources are required. Both material and human resources are needed to complete this. Since achieving goals and objectives is the best thing that can happen to any organization, no matter how big or small, managers of all organizations and institutions want their people to be productive and effective. Most of the time, this is demonstrated by an improvement in productivity as measured by work performance. The mission of their parent institution, which includes teaching, research, and community activities aimed at the social, political, and economic development of the nation, has been greatly aided by the academic libraries at Nigerian universities. According to Adeniran (2010), academic libraries support a diverse range of knowledge seekers and are crucial sources of new knowledge. They provide vast information resources and services which support the curriculum of these institutions.

Because libraries are store houses of information materials (both print and non-print) and are staffed by librarians, they are consequently important to educational institutions. According to Fatokun, Salaam, and Ajegbomogun (2010), in order for their university library to accomplish its goals, library staff members are expected to carry out certain statutory duties. Rowley (1996) cited by Green, Chivers & Mynott (2007) states that well-motivated staff render quality services in libraries and signifies that effective managers must recognise that different staff have varying degrees of drive and that different motivators are needed for different staff. Job performance has become one of the significant indicators in determining an organizational performance. It is believed that, there is an increased focus on employees' work performance as a source of

competitive advantage to encourage general effectiveness and efficiency of any organization. Hence, effective performance depends on motivated individuals and professionals who possess experience and organisation. Thus, the primary goal of this research is to ascertain how motivating factors affect librarians' job performance.

### **Statement of the Problem**

When it comes to offering information services to users both inside and beyond the university community, libraries and librarians are critical in the academic community. A preliminary investigation coupled with the researchers observation in some University libraries shows that the level of job performance of librarians in University libraries in Delta and Edo State is on the decrease. The researcher's observations and the heads of the library's units' reports show that librarian performance is declining. This is demonstrated by the way librarians approach their jobs: they arrive late, produce less work, cause more conflict, and so on. These behaviours may be the result of poor motivational elements. According to Ademobi and Akintomide (2015), a worker that is not happy would cause problems for the organisation, which will lead to subpar work. The purpose of this study is to ascertain how motivating factors affect the work performance of librarians at Edo State and Delta University

### **Objective of the Study**

The main objective of this study was to investigate the influence of motivational factors on job performance of librarians in selected University Libraries in Delta and Edo state Nigeria. The specific objectives are:

1. Identify the level of job performance of librarians in some selected University libraries in Delta and Edo State Nigeria;
2. Determine the extent of motivation of librarians in some selected University libraries in Delta and Edo State Nigeria;
3. Find out the influence of motivational factors on job performance of librarians in some selected University libraries in Delta and Edo State Nigeria.

### **Research Questions**

1. What is the effect of pay rise of staff motivation some selected University libraries in Delta and Edo State Nigeria?
2. What is the effect of regular payment of salary on staff motivations in some selected University libraries in Delta and Edo State Nigeria?
3. What is the effect of staff training and development on motivation in some selected University libraries in Delta and Edo State Nigeria?
4. What is the effect of staff training and development on motivation in some selected University libraries in Delta and Edo State Nigeria?
5. What are the problems effecting staff motivation in some selected University libraries in Delta and Edo State Nigeria?

## REVIEW OF LITERATURE

Motivation is a Latin word that describes the direction and persistence of action of an individual (Aarabi, Subramaniam and Almintisir 2013). Psychologists contend that motivation propels people towards accomplishment of objectives, thus it's critical for organisations such as libraries to choose the motivational kind that will best inspire staff members to fulfil their responsibilities. That is the method of encouraging others to take action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their job. According to Tella, Ayeni (2007) apart from money, other incentives such as staff training, pay rises, regular salary payments, and good communication can act as motivators. According to Omale et al. (2022), motivation is the single most important factor in any organization whether it is private or public by looking at number of issues that affect many individuals, an effective organization structure may be developed. This is because motivated employees tend to feel more fulfilled and more willing to support one another while also improving their own productivity.

Uka and Prendi (2021), stated the Employers commonly use incentives which are important motivators that drives particular behavior, according to Ali and Ariwar (2021), they might show up as cash, bonuses, paid time off, or any number of other things. Incentives are important in addition to rewards from employers for employees to perform properly. Employers may identify motivated and effective employees by developing a reward system and recognizing their team members. Miao et al. (2022) state that employers must take caution when examining the elements of motivation if they hope to observe an increase in worker productivity. Executive at organization can have a big impact on what workers expect at work. Team leader have a responsibility to motivate and guide their teammates toward the desired result. According to Omale (2016), an organization's effectiveness may be adversely affected by individual variances in attitudes, propensities, and circumstances. Employees who are happy with their jobs may put forth greater effect overall. Politics, economics, ethics, legislation, and technology are the four primary external element that affect an institutions success or failure. Therefore, these elements may have a favorable or unfavorable effect on employee motivation. the ability to be motivated on the other hand is a personal trait that drives people to achieve both their own and an organization (Omale et al. 2017).

Deci (1971) in his study of motivation made students to come into the laboratory one at a time and asked them to work on four interesting building-block puzzles. He already knew that the puzzles were intrinsically interesting because he had pilot-tested them with several students. He treated all the participants in the study exactly the same, except for one thing. He told half of them that they would earn a dollar for each puzzle they solve, but said nothing about money to the other half. All the students worked on the same puzzles, but only half of them earned rewards for each one they solved. Subsequently, they all had an opportunity to work on more puzzles, but this time there were no rewards for anyone. The idea was to see how much time, if any, they would choose to work on the puzzles when there was no reason for doing them other than the students' level of interest in the task. If the rewards had enhanced participants' intrinsic motivation, the rewarded group would spend more of this free-play time working on the puzzles than the non-rewarded group, but if the reward had undermined intrinsic motivation, the rewarded group will spend less time with the puzzles, findings revealed that the previously rewarded group did spend significantly

less time with the puzzles, indicating that the extrinsic rewards were undermining participants' intrinsic motivation. He stated further that since that study, more than 100 experiments, using different tasks, different-aged participants, and different types of rewards, have confirmed that overall, tangible, extrinsic rewards (though good) do, indeed, undermine intrinsic motivation. However, management has a role in motivating employees, and employees also have a role in motivating the management.

According to Omale et al. (2022), motivation is one of the most important factors in any organization. By tackling the issues that affect many individuals, an effective organizational structure may be developed. This is because motivated employees tend to feel more fulfilled and are more willing to support one another while also improving their own performance and productivity. Gratitude, job advancement, bonuses, and salary increase may be important motivators for workers. according to Uka and Prendi's study from 2021. Incentives are frequently used by employers and are significant motivators that influence specific behaviours, according to Ali and Anwar (2021). They might show up as cash, bonuses, paid time off, or any number of other things. Incentives are important in addition to rewards from employers for employees to perform properly. Employers may identify motivated and effective employees by developing a reward system and recognizing their team members and eventually inspire staff to perform satisfactorily (Kim & Patel, 2021). Apparently, there is a relationship between high turnover and employee motivation (Miao et al., 2020).

Executives at organizations can have a big impact on what workers expect at work. Team leaders have a responsibility to motivate and guide their teammates toward the desired result. Omale (2016) asserts that individual differences in beliefs, propensities, and circumstances might negatively affect an organization's effectiveness. Contented workers might exert more effort in their work overall. Technology, ethics, laws, politics, and economics are the four main external factors that determine whether an institution succeeds or fails. Consequently, the impact of these factors on employee motivation could be positive or negative. The ability to be motivated, on the other hand, is a personal trait that drives people to achieve both their own and an organization's goals (Omale et al., 2017).

## METHODOLOGY

The study employed a descriptive survey design utilizing questionnaire to collect data. The population consisted of librarians in 5 university libraries in Edo and Delta states. These were Delta State University Library, Abraka, University of Benin Library, Benin City, Benson Idahosa Library, Benin City. Igbenedion University Library, Okada, and Novena University Amai, Delta State. The entire population of 78 librarians was used as sample for the study.

Copies of the instrument were given to 78 librarians and all the copies of questionnaire were retrieved. The questionnaire was made up of two sections, section 'A' contains the personal data of the respondent, while section 'B' contains question that help to determine the factors affecting staff motivation in Edo and Delta State University Libraries, factor such as pay rise, regular payment of salary, staff training and problems militating against staff motivation in the university libraries. The data were analyzed using frequency counts and simple percentage.

## FINDINGS AND DISCUSSION

Table 4.1 indicates the number of respondents used for the study by university libraries. Copies of the questionnaire were sent to 78 librarians and all of them filled and returned them.

**Table 1: Distribution of respondents by library**

Name of libraries	No	%
Delta State University, Abraka.	41	52.6
University of Benin.	17	21.8
Benson Idahosa University.	7	9
Igbenedon University.	9	11.5
Novena University, Amai	4	5.1
Total	78	100

**Table 2: Effects of pay rise of staff motivation.**

Pay-rise	SA		A		DA		SD	
	No.	%	No.	%	No.	%	No.	%
Pay-rise give job security	46	59	18	23.1	12	15.4	-	-
Gives prestige to workers	47	60.3	27	34.6	2	2.6	-	-
Gives feeling of accomplishment	35	44.9	27	36.6	2	2.6	9	11.5
Enhances higher performance	44	56.4	21	29	11	14.1	2	2.6
Encourage staff to accept more responsibility	25	32.1	38	48.7	4	5.1	7	9

Table 2 reveals that pay rise has some effects on staff motivation in the library. A total of 47(60%) strongly agreed that pay rise gives prestige to staff. Job security ranked second with 46(59) respondents. The data in the table clearly show that pay rise is a crucial factor to motivation of staff in the libraries under study. This corroborates theory of Herzberg (1974) which states that staff motivation can result in additional job responsibility, opportunities for personal growth, recognition and feeling of achievement. The findings are also in agreement with o Ali and Anwar (2021). Which state that motivation might show up as cash, bonuses, paid time off, or any number of other things. Incentives are important in addition to rewards from employers for employees to perform properly.

**Table 3: Effects of regular payment of salary on staff motivations**

Effects of regular payment of salary	SA		A		DA		SD	
	No.	%	No.	%	No.	%	No.	%
Increase productivity	24	30.8	29	37.2	19	24.4	4	5.1
Gives comfort to staff	33	42.3	37	47.4	-	-	6	7.7
Gives job satisfaction	24	30.8	40	51.3	11	14.1	3	3.8
Enhances job performance	27	34.6	37	47.4	11	14.1	1	1.3
Encourages staff	13	16.7	14	17.9	37	47.4	6	7.7

Table 3 show that a majority of the respondent strongly agreed and agreed that regular payment of salary affects staff motivation. this findings corroborates Akintoye (2000) who observed that the

most important motivating factor is still money. In light of the results of the aforementioned analysis, the regular payment of salary has a positive and significant effect on libraries staff performance. This demonstrates that the Nigerian university libraries system experiences poor performance and, eventually, brain drain when salaries are not adequate and competitive.

**Table 4: Effects of staff training and development on motivation**

Effects of staff training and development on motivation	SA		A		DA		SD	
	No.	%	No.	%	No.	%	No.	%
It brings development and acquisition of new skills	36	46.2	31	39.7	7	7.7	2	2.6
It brings promotion and increase in salary	40	51.3	30	38.5	4	5.1	2	2.6
It facilitates change	29	37.2	29	37.2	14	17.9	2	2.6
It improves library services	28	35.6	24	30.8	12	15.4	10	21.8
Increase staff involvement in the organization	24	30.8	21	26.9	17	21.8	13	16.7

Table 4 shows that a majority of the respondents "strongly agreed" and "Agreed" to each of the given effects of training and development listed in the table. "It brings development and acquisition of new skills" attracted 28(35.6%) "strongly agreed" and 24 (30.8%) responses. Amusa, Iyoro and Ajani (2013) emphasize the importance of evaluating library staff's work performance by considering professional practice, library development contributions, collaboration, punctuality, client response, communication skills, and research publication requirements.

**Table 5: Problem effecting staff motivation**

Problem effecting staff motivation	SA		A		DA		SD	
	No.	%	No.	%	No.	%	No.	%
Lack of job security	28	35.9	16	20.5	8	10.3	12	15.4
Lack of effective communication	41	52.6	30	38.5	4	5.1	2	2.6
Absence of counseling/leadership style	20	25.6	26	33.3	28	35.9	-	-
Lack of good working environment.	28	35.9	36	46.2	4	5.1	6	7.7

Table 5 reveals that absence of effective communication attracted the highest affirmative responses of 41(52.6) of strongly agreed and 30 (38.5%) agreed while "Lack of job security" the lowest affirmative responses.

Motivational factors of librarians in selected university libraries in Delta and Edo State showed that the motivation of librarians in these University libraries was Low. This low level was found in librarians' level of motivation with regard to staff development, recognition, salary, and timely advancement. In comparison, other indices like staff development, salary, and timely promotion, librarians truly responded poorly to the praise. This not not corroborate the result of Hafiza, *et al.* (2011); and Ekere (2012) where they reported high level of intrinsic motivational factors of librarians in Nigeria. Also, Knust, Knust and Uds (2013), concluded that while motivational levels in librarians are influenced by rewards, equal service conditions, staff development, and remuneration, low motivation is due to promotion delays, inadequate representation, lack of recognition, and a poor working environment. Similarly, Saka and Salman



(2014) reported that moderate levels of motivation, job satisfaction, and job performance among library personnel in Nigerian universities.

Ghaffari, Shah, Burgoyne, Nazri and Salleh (2017), found a significant positive relationship between motivational factors and job performance, with clerical employees at Universiti Teknologi Malaysia showing moderate levels of motivation. Training, development, responsibility, fringe benefits, enhanced salary, and supervision were the most motivating factors.

## **Conclusion**

Job performance significantly impacts organizational growth and achievement, particularly in libraries. It influences job-related behaviors like effectiveness, work output quality, punctuality, and creativity. Motivational factors, such as recognition, paid benefits, workshops, conferences, and promotions, can improve librarian performance. In Delta and Edo State, Nigeria, librarians moderately perform their jobs when motivated, with better performance resulting from recognition, paid benefits, and recognition for hard work.

## **Recommendations**

The following recommendations were made:

1. To achieve the goals of the library, library management should encourage librarians to carry out their given tasks as effectively as possible.
2. The administration of the library, working with the administration of the university, should guarantee that librarians receive funding for staff development programmes, are acknowledged for exceptional work, and receive compensation and promotions as they become due.

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