

Motivational Factors and Job Satisfaction as Correlates of Job Performance among Library Personnel in Universities in North Central Nigeria

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Abstract

The study investigated motivational factors and job satisfaction as correlates of job performance among librarians and library officers in 17 Universities in North Central Nigeria. Two specific objectives and two null hypotheses were formulated at 0.05 level of significance. The specific objectives are to determine the relationship between motivational factors and job performance as well as job satisfaction and job performance of librarians and library officers. The null hypotheses were: there is no significant relationship between motivational factors and job performance as well as there is no significant relationship between job satisfaction and job performance among librarians and library officers in Universities in North Central Nigeria. The study was anchored on two-factor theory of motivation. Descriptive survey was used and the entire population consists of 301 library personnel (160 librarians and 141 library officers) in 17 universities established between 1970s and 2000s were used for the study and so there was no sampling of population. The data collection instrument tagged: Motivational Factors, Job Satisfaction, Job Performance Questionnaire (MFJSJPQ) was used for the study. The entire 301 copies of questionnaire were administered and 256 copies retrieved and found usable. Two null hypotheses were tested using Pearson Product Moment Correlation (PPMC). The results showed that there was no significant relationship between motivational factors and job performance as well as there was no significant relationship between job satisfaction and job performance among librarians and library officers in universities in North Central Nigeria. The study concluded that the kinds of motivation offered were not adequate to encourage library personnel to put in their best and that adequate motivation does not translate to job satisfaction. The study recommends that the management of universities in North Central Nigeria should provide adequate intrinsic and extrinsic motivation so that library personnel would be highly satisfied with their job by contributing to the development of the Universities at large.

Key words: Motivation, Job Satisfaction, Job Performance, Personnel, University libraries, North Central, Nigeria

Introduction

Libraries are generally established to help achieve the overall objectives of the organization(s). Universities and university libraries are not exceptional in this regard. The objectives of university libraries include provision of information resources for undergraduate and postgraduate programme as well as for faculty members. In libraries, various tasks are performed and these include selection, acquisition, processing, cataloguing and classification of information resources as well as provision of reference services, the bibliography services and the information service delivering generally. Job performance is the discharge of assigned duties or tasks in organization which maybe satisfactory, not satisfactory, high, low, moderate or not well performed task. The level of job performance depends on the degree of motivation offered and enjoyed; degree of satisfaction or dissatisfaction (Saka, 2014).

Library staff need to perform their job efficiently so as to achieve the said objectives. For this to be achieved, library personnel need to be motivated by the management of the parent organization and library management. Motivation is a term to denote the application of strategies to change the behaviour of an individual worker or group of workers so as to contribute their quota towards the development of an organization. These motivational indices include both intrinsic and extrinsic which can be derived in the course of job performance or strategies to encourage workers to contribute their best for higher productivity motivation of library personnel becomes crucial in this modern era as the provision of library and information services is becoming more demanding, coupled with the sophisticated ICT facilities used in the discharge of duties. Job satisfaction is the behavior exhibited by an individual or workers towards their job which may be full satisfaction, moderate satisfaction or dissatisfaction. The levels of satisfaction or dissatisfaction are usually the product of motivation or degree of motivation offered.

It should be noted however that regardless of any degree of motivation provided to the staff in the organization, some might feel dissatisfied with job. On the other hand, some organizations may not adequately motivate their staff and yet feel satisfied with the job. But all things being equal, if staff are well-motivated, there is the tendency for such staff or group of staff to be satisfied and contribute their best towards the development of the organization. Some organizations do not adequately provide incentives or conducive working environment (motivation) and workers end-up performing low level of job, hence this study seek to investigate motivational factors and job satisfaction in relation to job performance of librarians and library officers in Universities in North Central Nigeria.

Statement of the Problem

University library personnel are expected to work towards achieving the stated objectives of the university. This is to be achieved through punctuality and commitment to the assigned tasks/jobs such as selection and acquisition, cataloguing and classification, provision of references and bibliographic services, etc. Unfortunately, the level of job performance of library personnel in universities in Universities in North Central Nigeria is below expectation which is as a result of lack of interest and commitment to assigned duties. One begins to wonder what factors are

responsible for this ugly situation among professional and para-professional staff in University libraries in the North Central (NC), Nigeria. In order to solve this problem, there is the need to investigate whether these categories of library personnel are not satisfied with the motivational indices offered which thus has led to poor job performance.

Aim and Objectives of the Study

The aim of the study is to investigate motivational factors and job satisfaction as correlates of job performance among library personnel in Universities in North Central Nigeria. The specific objectives of the study are to:

1. Investigate the relationship between motivational factors and job performance among library personnel in Universities in North Central Nigeria
2. To investigate the relationship between job satisfaction and job performance among library personnel in Universities in North Central Nigeria

Research Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance:

- HO₁ There is no significant relationship between motivational factors and job performance among library personnel in Universities in North Central Nigeria;
- HO₂ There is a significant relationship between job satisfaction and job performance of library personnel. in Universities in North Central Nigeria.

Literature Review

Two factor theory otherwise known as Hygiene –Motivators factors propounded by Fredrick Herzberg in 1966 was employed. The theorist and his associates conducted a study to investigate the job attitudes of 200 Engineers and Accountants. The study discovered two separate kind of factors i.e. satisfiers and dissatisfies. The two factors are responsible for job satisfaction and job performance. The satisfiers is also called motivated factors and if present in work place will lead to strong motivation e.g achievement, recognition, responsibility, work itself and advancement. Dissatisfies also called Hygiene factors include: Salary, working conditions and company policy. When dissatisfies are not present in work situation, its cause dissatisfaction (Herzberg 1966 in Stoner, Freeman & Gilbert, 2008). The implication of this theory to the present study is that if both intrinsic and extrinsic motivational factors are adequately offered, workers will feel satisfied and the level of performs will be high and if workers are not adequately motivated they will be dissatisfied and consequently perform job below expectation.

Nnakaihe (2012) investigated job satisfaction among librarians in Academic libraries in Niger State. The purpose of the study was to determine the level, effect and inhibiting factors to job satisfaction among librarians in academic libraries in Niger State. Survey research design was used and the population of the study consists of 58 academic librarians in Federal and State Universities, Polytechnics and Monotechnics located within the three senatorial zones of Niger State. The entire population of 58 librarians was adopted. Job satisfaction of librarians Questionnaire (JSLQ) was designed and used. Personal administration of the copies of questionnaire

was carried out by the researcher with the help of research assistants. Data were analysed using frequency counts and mean, while the mean score of 2.5 was used as the benchmark. Results showed that respondents were satisfied with salary, communication, positive attitude of government towards library, rapport with their directors. Respondents were punctual and committed to duty with high productivity and output. Inhibiting factors of job satisfaction include: lack of opportunities for socialization and promotion; administrative/ managerial skills on the part of direct and room for personal growth on the job.

Collaborative research was conducted by Ossai-Ugbah and Isah (2016) to determine mentoring relationship patterns among certified librarians in Nigeria. The objective of the study was to determine the existence and patterns of mentoring relationships among certified librarians in Nigeria. Descriptive survey was designed and population consisted of participants at the first conference of certified librarians at National Universities Commission, Abuja. Instrument used in data collection was 130 copies of questionnaire administered and 120 copies retrieved. Frequency and percentage were used in the analysis of data. Results showed the majority of the respondents indicated necessity of mentoring; engagement in one form of mentoring; satisfaction with the quality of mentoring relationship. Other findings include: personal contact as the best pattern of mentoring, e-mail and teleconferencing were the means of mentoring while respondents indicated that telephone was not the best form of mentoring and the respondents feel satisfied with the method of their mentor. However, it was discovered that institutions do not offer mentoring programme for its staff.

Okoye, Mbagwu, Moneke and Abanum (2018) investigated job security and disciplinary measures as determinant factors to job performance of librarians in Federal and State - owned universities, polytechnics and colleges of education in South eastern Nigeria. The aim of the study was to determine the effect of job security and disciplinary measures as factors of job performance of librarians in academic libraries in South eastern Nigeria. Two null hypotheses formulated were no significant effects of job security and disciplinary measures on job performance of librarians in academic libraries in South eastern Nigeria. The entire population of 261 librarians in all the academic libraries were used for the study while 261 copies of questionnaire were administered. Both descriptive and inferential statistical tools were used in the analyses of data. Result showed that job security and disciplinary measures had no significant effect on job performance of librarians.

Oludipe and Otonekwu(2019) investigated the relationship between incentives and staff productivity in public library in Ilorin metropolis, Kwara state. Two research questions were formulated to include: level of financial and non-financial incentives as well as level of staff productivity. Two null hypotheses were formulated at 0.05 level of significance. The population of the study consisted of 86 library personnel and was adopted. Results showed low and moderate level of financial incentives and non-financial incentives to staff respectively: the level of productivity was at moderate level. Two null hypotheses were rejected and so there was weak significant relationship between provision of financial incentive and staff productivity. There was significant positive relationship between provision of non-financial incentives and staff productivity in public libraries in Ilorin Metropolis.

Ezoem and Alio (2019) examined personality and leadership styles as determinant of employer's organizational commitment in selected establishments in Delta State using the capital city, Asaba as the study area. Export-factor research design was used while 200 employees from Ministry of Finance, Aluminum Company Plc and First Bank of Nigeria Plc (all in Asaba, the capital of Delta State). Self-designed questionnaire was used in data collection. Face validity and reliability was carried out using Cronbach alpha and the result of 0.74 was obtained. Multiple Regression and Analysis of Variance were employed to establish the joint effect and relative effect of the dependent and independent variables respectively. Results showed that independent variables have combination effects on employees' organizational commitments. It was further discovered that laissez-fair leadership style, neuroticism, agreeableness, conscientiousness had significant contribution to the prediction of organizational commitment and significant at 0.05 alpha level. The democratic, autocratic, extraversion and openness did not make significance at .05 alpha level.

The uniqueness of this study lies on the fact that while previous studies used both descriptive and inferential statistical tools, the present adopted only one inferential statistical tool, i.e. Pearson Product Moment Correlation (PPMC) to test the null hypotheses on significant relationships among independent variables (motivational factors and Job satisfaction) and dependent variable (Job Performance) among library personnel in Universities in North Central Nigeria.

Methodology

Descriptive survey was adopted as it describes the relationship among variables of the study which are the motivation, job satisfaction and job performance as well as the subjects of the study (librarians and library officers) through the use of questionnaire.

The target population of the study consists of 301 library personnel with the breakdown of 17 university librarians, 143 librarians and 141 library officers in 17 universities in North Central Nigeria. The universities used were those established in the geo-political zone within 1970s and 2000s. The entire population of the study (both the subjects of the study and the universities were used for the study. Complete enumeration or census was used, and hence neither sampling nor sampling technique was used as this is contrary to the assertion made by Uhegbu (2016) who posited that "sampling technique comes when researcher will not use the whole population (total enumeration)".

Data collection instrument was four rating scale questionnaire tagged: Motivational factors, Job Satisfaction, job performance Questionnaire (MFJSJPQ) used and is in two set. Motivational factors and Job Satisfaction Questionnaire (MFJSQ): Job Performance Questionnaire (JPQ). The motivational factors questionnaire contains variables such as work itself, recognition, achievement, financial incentives, staff development, communication and participatory management. This section of the questionnaire was administered on librarians and library officers to indicate the motivational factors and job satisfaction indices being derived. The job satisfaction questionnaire contains statements as to agreement on satisfaction or otherwise of the kinds of motivation offered and enjoyed. The second

set of questionnaire was the job performance (JPQ) which was designed and include appraisal standard such as commitment to job, human relation, efficiency and effectiveness, job knowledge and communication. This set of the questionnaire was designed and filled by 17 University librarians for performance appraisal of their subordinate staff (librarians and library officers) in university libraries.

Researchers administered 301 copies of questionnaires on the respondents in their respective sections of University libraries. Response rate showed that 256 copies were retrieved and were in first instance subjected in descriptive statistics and later to inferential statistics to test the two stated null hypotheses.

Results and Discussion

Table 1: Relationship between Motivational Factors and Job Performance of Library Personnel in Universities in North-Central, Nigeria.

Aggregate variables	Mean	Std. Deviation	Std. Error	r-value	df	P
Motivational factors	2.59	0.313	0.020	0.114	254	0.069
Job performance	3.00	0.405	0.025			

The aggregate of the motivational factors did not correlate significantly with the job performance of the personnel. The observed correlation coefficient (0.114) for the test is lower than the critical value of 0.125 at the 254 degree of freedom. The level of significance observed (0.069) is higher than the fixed level of 0.05 ($P > 0.05$). This observation means that there is no enough evidence to reject the null-hypothesis that there is no significant relationship between motivational factors and job performance of library personnel in universities in North-Central, Nigeria. From the test, the two variables were not significantly related. The sub-component variables of job performance after computation gave a mean score of 3.00, indicating high level of job performance among library personnel.

Hypothesis 2: There is no significant relationship between job satisfaction and job performance of library personnel in universities in North-Central, Nigeria.

This hypothesis was tested with the Pearson Product Moment Correlation procedure using the aggregate mean score for job satisfaction and job performance as assessed in Table 2.

Table 2: Relationship between Job Satisfaction and Job Performance of Library Personnel in Universities in North-Central, Nigeria

Aggregate variables	Mean	Std. Deviation	Std. Error	r-value	df	P
Job Satisfaction	2.69	0.408	0.026	0.105	254	0.094
Job performance	3.00	0.405	0.025			

The observed correlation coefficient is lower than the critical value of 0.125 at 254 degree of freedom. The probability level of significance (0.094) observed in the test is higher than the fixed level of 0.05 ($P > 0.05$). This observation implies that the null-hypothesis which states that "there is no significant relationship between job

satisfaction and job performance of library personnel in universities in North-Central, Nigeria” cannot be rejected. Therefore, there is no significant relationship between job satisfaction and job performance of library personnel.

Discussion of Results

Hypothesis one revealed that there was no significant relationship between motivational factors and job performance. No wonder that the management of the Universities in the North Central geo-political zone failed to provide adequate financial and non-financial incentives and thus staff end up making little or no impact to organizational effectiveness. This finding contradicts those of Okoye, Mbawgu, Moneke and Abanun (2018) and Oludipe and Otonekwu (2019). The former collaborative researchers (2018) reported that job security and disciplinary measures had no significant effect on job performance of librarians as the findings contains variables on intrinsic motivation only. The later collaborative researchers (2019) discovered weak relationship between financial incentive and staff productivity as well as significant positive relationship between provision of non-financial incentives and staff productivity in public library in Ilorin metropolis.

Hypothesis two also discovered that there was no significant relationship between job satisfaction and job performance. This shows that even when universities provide motivation or incentives to staff, they feel not satisfied and end-up performing low level of job/ duties. This finding also contradicts the findings of Nnakaihe (2012) as well as Ezoem and Alio (2019). Nnakaihe (2012) discovered that job satisfaction among librarians in institution of higher learning in Niger State in the areas of salary, communication, positive attitude of government towards library matters and rapport with their directors. Ezoem and Alio (2019) in a collaborative study reported combined effect of independent variables of personality and leadership styles on organizational commitment in selected establishment in Delta State, Nigeria.

Conclusion

Based on the findings, the study concluded that the kind of motivational factors offered were inadequate to encourage library personnel to perform efficiently at their job. Furthermore, even when library personnel were motivated they still feel dissatisfied with their jobs in libraries.

Recommendations

The study recommends to management of Universities in North Central Nigeria that:

1. Importance be attached to both intrinsic and extrinsic motivation i.e.university management should create avenue for annual award for dedicated library staff at the same time make provision for staff development programme;
2. Library personnel should adequately be motivated so as to develop positive attitude towards job, colleagues and superior officers to further enhance their job performance in universities libraries.

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