



An Assessment of the Levels of Job Motivation and Satisfaction as Predictors of Job Performance of Library Personnel in Nigerian Universities

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ABSTRACT

This study investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Three research questions were raised. Survey research method was employed. The study covers six states, namely Benue, Kogi, Kwara, Nasarawa, Niger, Plateau States and Federal Capital Territory (FCT) Abuja. Survey method tested the relationships among variables thereby making generalizations about the library phenomenon. The target population for the study consisted of librarians and library officers in fully-operational universities in North-Central Nigeria. The entire population of librarians and library officers were adopted. Two sets of modified instruments: Motivational Factors Job Satisfaction Questionnaire (MFJSQ) and Job Performance Questionnaire (JPQ) were used for data collection. Descriptive statistics was used to analyze the responses from the respondents. Above all, descriptive statistics of mean and standard deviation was used to answer the three research questions on the levels of motivation, job satisfaction and job performance of library personnel. Findings showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel. The study recommended that the management of universities in the North-Central Nigeria should take note of the following areas: adequate job design, description and employees' participation in decision making/leadership training, recognition and in-service training programme for library personnel. Other recommendation include: encouragement for library personnel to enhance job commitment and to be more predispose to critical thinking in order to be able to solve library related problems.

Keywords: Job motivation, Job satisfaction, Job performance, Library personnel, Universities, North-Central Nigeria

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I. Introduction

The primary objective of any organisation or institution is to attain high level of productivity which can only be achieved if the overall job performance of the entire staff is enhanced. Studies have shown that variables such as job motivation and satisfaction are germane to improving the degree of job performance of staff in any organisation which in turn determines the level of productivity. An organization or institution usually consists of group of people working together for the attainment of set objectives. This translates to mean that in every organization or institution, there are stated objectives to be achieved. The stated objectives could adequately be achieved when human and material resources of such an organization or institution are properly managed. The

principles and components of management in an organization include planning, organizing, staffing, directing, controlling, and budgeting and need to be given adequate attention. For workers to be effectively directed and to perform better in their roles, staff motivation must be given adequate attention i.e. good leadership qualities, staff training, participatory management, conducive working environment and free flow of information, etc (Aina, 2004:281-282). This shows that directing as a component of management is concerned with workers' motivation.

Motivation as a concept, is concerned with the aspect of human life that energizes, propels and stimulates human beings to change behaviour for the attainment of an organization's goals/objectives, thereby achieving higher productivity. According to Etubi and Ikekhai (2007:93), motivation is regarded as the use of incentives to person

from whom activity is needed or required. Motivation could be intrinsic and extrinsic. The intrinsic motivation is the behaviour exhibited from the performance of job e.g. work itself, recognition, achievement, etc. The extrinsic motivation is the behaviour a worker exhibits so as to get reward. It is the offering of reward to a subordinate by supervisor or manager e.g. pay, promotion, working conditions (Akanbi, 2011). In a study of the relationship between rewards and employees' performance in the non-profit organizations in Pakistan, Hafiza, Shah, Jamsheed and Zaman (2011) classified motivational factors into two areas: intrinsic rewards and extrinsic rewards. The intrinsic rewards include empowerment and autonomy, recognition and appreciation and challenging tasks. The extrinsic rewards are pay, bonuses, fringe benefits and promotions. Job satisfaction is workers' perception, assessment or attitude towards their job based on the degree/extent of motivation received; hence job satisfaction is the direct product of motivation (Boluade, 2004). Low or high level of job satisfaction is a function of the extent of motivation derived by workers; thus a hard-working staff that received low level of satisfaction or dissatisfaction would develop negative attitude towards not only the job but also towards the boss or fellow workers (Bamigboye, Buraimo and Ajani, 2006; Tella, Ayeni and Popoola, 2007). Job satisfaction is linked with motivation and thus satisfaction leads to better performance.

To achieve the organization's objectives, employees need to perform their duties as expected. Job performance is the discharge of statutory duties or functions based on workers' field of specialization. The performances of statutory duties are geared towards the attainment of an organization's objectives. According to Villanova, Austin and Borman (2005), as cited in Austin et al (1991), job performance is regarded "as that aspect of work behaviour domain that is of relevance to job and the organization's objectives". Job performance varies from organizations to organizations. For example, jobs performed in bank include: receiving and payment of cash to customers, balancing of accounts, management of bank records, etc. Jobs performed in library include cataloging and classification of materials, provision of reference services, charging and discharging of library materials to users, etc.

Job responsibilities of personnel in an academic library as per professional staff include online selection, ordering and acquisition, automated circulation of information resources, online public access catalogue, providing online reference services and digitization of information resources. Thus, Saka (2013) posits that Nigerian university libraries are currently carrying out digitization projects such as digitization of abstract to theses; theses; Institutional Digital Repository (IDR) of local content.

The Para-professional staff job responsibilities include bar code reading of book spines; word processing as well as assisting professional staff in the discharge of their duties. Job performance in a library is not only geared towards meeting users' information needs but also serve as criteria for promotion. In a situation where poor

performance is noticed from employees or an employee's performance is below expectation, it would be assumed that the management is unable to recruit qualified staff, provide working materials and above all handle staff welfare properly, etc (Boluade, 2004). The manager or the immediate supervisor needs to evaluate/appraise subordinates' performance on regular basis so as to determine pay and promotional decision, develop plan for correcting any deficiency and review employee's career plan (Dessler, 2011). The performance management objective is to review and evaluate the job performance level of employees.

II. Statement of the Problem

University libraries are established to support learning, teaching, research and service to host community where the university is located. University library personnel (Professionals and Para-professionals) are expected to perform the statutory functions so as to achieve the set objectives of their university library. The objectives of a university are to provide learning, teaching and research. It also provides services to local community in which the university is located. Thus, the job performance of professional librarians in the university libraries in North-Central, Nigeria was below expectation as Akor (2009) found that the job performance of professional librarians in government-owned universities in North-Central, Nigeria was on a low level. The study therefore investigated the levels of motivation, job satisfaction and job performance of library personnel in universities in North-Central, Nigeria.

a. Objectives of the Study

The objectives of this study are to determine the:

1. Level of motivation of library personnel,
2. Level of job satisfaction of library personnel,
3. Level of job performance of library personnel.

b. Research Questions

The study was designed to answer the following research questions:

1. What is the level of motivation of library personnel in universities under study?
2. What is the level of job satisfaction of library personnel in universities under study?
3. What is the level of job performance of library personnel in universities under study?

III. Review of Related Studies

Motivation could be seen as a complex concept because of the diversified determinants such as the individual job expectations and self-esteem, while at the organisational level, motivation could relate to meeting the needs of job security, salary and other benefits. According to Dieleman *et al.* (2003), the staff retention can be achieved through salaries, allowances and good working conditions such free flow of communication and

relationship with colleagues. Barrick, Stewart & Piotrowski (2001), examined the mediating effects of motivational orientation on job performance; the study discovered that, proximal motivational variables affect job performance. In a similar study, looking at the job satisfaction variable as enabler of job performance, (Egan, Yang, & Bartlett, 2004) posited that, job satisfaction negatively influenced organisational job performance. Judge *et al.* (2001) also examined job satisfaction-job performance relationship, the study discovered that, the size of the satisfaction-performance was related to job complexity, measuring the satisfaction-performance correlation as stronger in the identified high complexity jobs. Adctoro (2014) however, posited job satisfaction as an input required for attainment of organisational objectives. In other words, staff deserves to be happy on their job through adequate provision of salary, physical condition and healthy relationship between the authority of the organisation and the staff. This will enhance the overall job performance of the organisation. Hafiza, Shah, Jamsheed and Zaman (2011) investigated the impact of intrinsic and extrinsic rewards on employees' motivation in non-profit organization of Pakistan. The researchers used three models as framework and variables of the study. The first model was intrinsic rewards comprised empowerment and autonomy, recognition and appreciation; challenging tasks. The second model was extrinsic rewards and encompasses pay/salary, fringe benefits, bonuses and promotion. The third model encompasses both intrinsic and extrinsic rewards. All the three models and variables would lead to employees' motivation. Results from the descriptive statistical analysis revealed the overall mean and standard deviation of 0.4761.

Ekere (2012) specifically examined the impact of intrinsic motivation on librarians' job satisfaction in university libraries in Nigeria. The study variable was the factors that motivate librarians. Survey research design was employed while the population of the study was about 685 librarians in the 25 and 36 Federal and State Universities respectively. A sample size of 458 (80%) librarians in the 15 Federal and 16 State Universities in Nigeria respectively were randomly sampled using proportionate stratified random sampling. A modified version of the Minnesota Satisfaction Questionnaire (MSQ) on five point Likert scale was adopted. Descriptive statistics was used to provide answer to a research question, while Analysis of Variance (ANOVA) was used to test the hypothesis. The result of the descriptive analysis showed that the intrinsic motivational factors (with mean scores) that existed in university libraries in Nigeria are work itself (3.35), achievement (4.13) and recognition (3.85). The conclusion from the above mean score is that librarians were highly motivated and satisfied with these factors. Promay (2011) investigated job satisfaction of non-government college teachers in Bangladesh using a survey method. The population of the study consisted of college teachers in the Barisar Division and greater Faridpour districts. A random sampling technique was used to select 90 teachers from randomly selected 45 colleges located in South East part of Bangladesh. Questionnaire containing Job

Descriptive Index (JDI) and 21 variables were adopted for the study. Results showed that teachers were not satisfied with their jobs as they were found to exhibited average level of satisfaction.

As part of the investigation conducted by Ekere and Ugwu (2011) on the influence of demographic variables on librarians' job satisfaction in university libraries in Nigeria, the study used descriptive statistics and found librarians to exhibited average level of job satisfaction.

In a collaborative study to investigate workers' attitude in NATRICT, Zaria in respect of the SERVICOM/information service delivery system, Ibrahim, Yussuf and Saka (2011/2012) adopted case study method. They target population consisted of 385 staff while 193 (50%) of the population was randomly sampled. Copies of the designed questionnaire (reflecting the variables of the study) were randomly administered on the respondents. It was discovered that though the level of participation and extent of participatory management were at average and low levels respectively, there was high level of satisfaction with the information service delivery system of SERVICOM in NATRICT, Zaria, Nigeria. The high level of satisfaction could be attributed to the fact majority of the respondents indicated printed materials as the major source/medium of information service delivery system.

Olorunsola (2012) investigated job performance and gender factors of administrative staff in government-owned Universities in South-West, Nigeria. The components of job performance were command of language, foresight, judgment, reliability under pressure, human relation, leadership quality, level of efficiency and effectiveness, regularity and punctuality and drive/determination. Descriptive survey research design was used while a sample of 400 administrative staff from federal and two state universities were selected. One research question was used: "what is the level of job performance of administrative staff in universities in South-West, Nigeria?" Both descriptive and inferential statistics were used to answer research question and test the null hypothesis respectively. Frequency counts, percentages and t-test analysis were used to analyze data. Finding from the descriptive analysis revealed that 79% of the respondents performed very high on the job, while 20% performed very low. Generally speaking the level of job performance of administrative staff was high.

The collaborative investigation carried out by Nnadi, Chikaire, Atoma, Egwuonwu and Echetama (2012) found that the percentage score of various key performance areas for female extension personnel were within the range of 62.5% and 100%, thus:

- Making regular and systematic visits to villages and farm (100%),
- Developing rapport (change relationship with clientele) (100%),
- Keeping record of current recommendation (100%),
- Provision of feedback to both farmers and research stations (87.5%) maintaining contact with research stations (96.3%),
- Creating opportunities to train farmers (81.3%),
- Planning, coordination and implementation of extension programmes (83.8%).

Oyewole and Popoola (2013) investigated the effects of independent variables of psycho-social factors on job performance of library personnel in Federal Colleges of Education in Nigeria. A correlational type of survey research design was used while the entire population of 195 library personnel in all the Federal Colleges of Education in Nigeria was adopted for the study. Questionnaire was used to collect data, while job performance questionnaire were filled by the College Librarians. Descriptive statistics was used to answer the research questions. From the descriptive analysis, the results showed that, the mean score for job performance of library personnel was $X = 55.68$, $SD 5.25$ indicating moderate level of job performance.

IV. Methodology

Survey method was used for the study because data were collected so as to describe and interpret the existing relationships among motivational factors, job satisfaction and job performance of library personnel in Universities in North-Central, Nigeria. Survey research was used because of the large area covered. Data were collected

from the entire population of librarians and library officers in all the surveyed universities in North-Central, Nigeria. In a review of completed survey research in librarianship, Busha and Harter (1980) posit that researchers in the field of librarianship have used survey research methods to test the relationships between variables and make generalization about library and information situation. The target population of the study comprised 160 librarians and 141 library officers spread across the 17 fully operational Universities in North-Central, Nigeria. The population distribution cuts across both government and privately-owned universities in the North-Central, Nigeria.

V. Results

The entire population of 160 and 141 librarians and library officers respectively was used for the study as the size of the target population is manageable (Afolabi, 1999). As such, a complete census or enumeration of the entire population of librarians and library officers in the 17 fully-operational Universities was considered by the researchers as it will reduce error.

TABLE I
UNIVERSITIES UNDER SURVEY

S/No	Universities	Year of Est.	Librarians	Library Officers	Total
1	University of Ilorin, Ilorin	1975	13	10	23
2	University of Jos, Jos	1975	22	20	42
3	Federal Univ. of Technology, Minna	1982	24	18	42
4	University of Abuja	1988	15	08	23
5	University of Agriculture, Makurdi	1988	13	45	58
6	Benue State University, Makurdi	1992	08	08	16
7	Kogi State University, Ayingba	1999	14	09	23
8	Nassarawa State University, Keffi	2002	05	05	10
9	National Open University of Nigeria, Abuja (Study Centre)	2003	04	01	05
10	Ibrahim Badamasi Babangida University, Lapai	2005	14	05	19
11	Al-Hikmah University, Ilorin	2005	06	01	07
12	Bingham University, New Karu	2005	06	-	06
13	University of Mkar, Mkar	2005	04	06	10
14	Salem University, Lokoja	2007	02	02	04
15	African University of Science and Technology, Abuja	2007	02	-	02
16	Kwara State University, Malete-Ilorin	2009	06	03	09
17	Nigerian Turkish Nile University, Abuja	2009	02	-	02
Total			160	141	301

The study designed two sets of questionnaire: Motivational factors, Job satisfaction questionnaire (MFJSQ), Job performance questionnaire (JPQ). The 61-item of two - set instruments were in three sections (A, B, C). One set of questionnaire comprised sections A and B titled: Motivation (intrinsic and extrinsic) and Job Satisfaction Questionnaire (MFJSQ). This was administered to Librarians and Library officers. The other set of questionnaire titled: Job Performance Questionnaire (JPQ) was administered on University librarians/Deputy University librarians/Heads of sections/units for them to indicate (by ticking) the extent of Job Performance of subordinate staff. The two sets of instruments used rating scales of High, Low and Moderate. The two sets of instrument adopted parts of Olorunsola (2010) and Dessler (2011).

The statistical method used in the analysis of data was descriptive statistics (frequency counts and percentages as well as mean and standard deviation) was used to answer the three research questions on the levels of motivation, job satisfaction and job performance of library personnel respectively.

Out of 256 respondents, 149 (58.2%) were males while 107 (44.8%) were females. This implies that both male and female personnel in the university libraries under study were fairly represented which thus balanced up the gender consideration. On the status of respondents, 142 (55.4%) attained professional status thus holding BLS, MLS and PhD in librarianship. Data showed that 114 (44.5%) of the respondents are para-professionals holding HND, OND, DLS (Librarianship).

TABLE II
DEMOGRAPHIC INFORMATION OF RESPONDENTS

Gender	Frequency	Percentage (%)
Male	149	58.2
Female	107	41.8
TOTAL	256	100
Status		
Professional	142	55.4
Para-professional	114	44.5
TOTAL	256	100
Working Experience		
1-5	71	27.7
6-10	61	23.8
11-15	42	16.4
16-20	35	13.7
Above 20 years	47	18.4
TOTAL	256	100
Highest Educational Qualifications		
PhD	07	2.7
MLS	54	21.1
BLS	81	31.6
DLS	61	23.8
HND	11	4.3
OND	42	16.4
TOTAL	256	100

Highest number of respondents was obtained from those having between 1 and 5 years of working experience and thus representing 71 (27.7%) of the respondents. This could be attested to the fact that new sections/units were created in the university libraries for

the past five years. The least respondents was 35 (13.7%) and have had between 16 and 20 years of working experience.

The lowest number of respondents could be attested to low employment rate for the past 16 years. From the distribution of respondents by the respective qualifications, the highest respondents were 81 (31.6%) holding BLS degree. This could be attested to the fact that BLS degree is the minimum professional qualification recognized by the LRCN. The least of the respondents were holders of PhD in librarianship and were 7 (2.7%) and this could be attributed to the fact that to obtain a PhD degree is not easily come by.

Research question 1

The data in Table III show the mean, standard deviation and level of intrinsic and extrinsic motivation. From the all component variables, communication was discovered to have the highest mean score of 3.19 and this was followed by financial incentives with a mean score of 3.16 both indicating a high level of extrinsic motivation. This shows that with effective and free flow of information being communicated among library personnel and prompt payment of salaries and entitlements, extrinsic motivation could be high. The lowest mean score was discovered from "work itself" with mean score of 2.85 at moderate level. This show that work itself was neither effectively designed nor effectively rotated to motivate library staff. Considering the aggregate of the component variables, a mean score of 2.59 signify that all factors will tend to motivate personnel at moderate level. The moderate level could be attributed to mean scores of 2.85 "work itself", 2.96 "participatory management" and 2.87 "sub-aggregate" of the component variables of both intrinsic and extrinsic motivation respectively.

TABLE III
LEVEL OF MOTIVATION OF LIBRARY PERSONNEL

Aggregate variables	Component variables	Mean	Std. Deviation	Std. Error	Level
Intrinsic motivation	Work	2.85	0.476	0.030	Moderate
	Recognition	3.04	0.554	0.035	High
	Achievement	3.04	0.555	0.035	High
	Sub-aggregate	3.09	0.363	0.023	High
	Staff development	3.09	0.542	0.034	High
	Financial incentives	3.16	0.520	0.032	High
	Communication	3.19	0.528	0.033	High
	Participatory Management	2.96	0.615	0.038	Moderate
Extrinsic Motivation	Sub-aggregate	2.87	0.415	0.026	Moderate
Motivational factors	Aggregate	2.59	0.313	0.020	Moderate

Key: 1 - 2.49 = Low, 2.50 - 2.99 = Moderate, 3.00 & above = High

2.69 all the variables will tend towards moderate level of job satisfaction of library personnel

Research question 2

A mean score of 2.69 was found to be at moderate level of job satisfaction. The aggregate was discovered from the components of motivational factors such as work itself, financial incentives, etc. With the mean score of

TABLE IV
LEVEL OF JOB SATISFACTION OF LIBRARY PERSONNEL

Aggregate variable	Component variable	Mean	Std. Dev.	Std. Error	Level
<i>Job Satisfaction</i>	Aggregate	2.69	0.408	0.026	Moderate

Key: 1 – 2.49 = Low, 2.50 – 2.99 = Moderate, 3.00 & above = High

Research question 3

Data from the table revealed that Human relations have mean score of 3.18 which indicated that the ability of leader to relate with subordinates or ability of library

personnel to relate among themselves will enhance or lead to high level of job performance. Next to this were mean scores of 3.11 (language/communication) and efficiency and effectiveness (3.10) respectively will tend towards high level of job performance. The aggregate mean score of 3.00 was discovered from the seven component variables of job performance at high level. This was attributed to the fact that five out of the six variables indicated mean scores of 3.04 (Knowledge/components), 3.10 (efficiency and effectiveness) and 3.15 (command of language/communication and human relations) respectively.

TABLE V
LEVEL OF JOB PERFORMANCE OF LIBRARY PERSONNEL

Aggregate variables	Component variables	Mean	Std. Deviation	Std. Error	Level
	<i>Knowledge/competency</i>	3.04	0.407	0.025	High
	<i>Efficiency and Effectiveness</i>	3.10	0.398	0.025	High
	<i>Commitment to job</i>	2.93	0.436	0.027	Moderate
	<i>Command of language/communication</i>	3.11	0.581	0.036	High
	<i>Human relations</i>	3.18	0.560	0.035	High
	<i>Problem-solving ability</i>	2.90	0.655	0.041	Moderate
<i>Job performance</i>	Aggregate	3.00	0.405	0.025	High

Key: 1 – 2.49 = Low, 2.50 – 2.99 = Moderate, 3.00 & above = High

VI. Summary of Findings and Discussion

Based on the analysis and presentation of data, the following are summary of findings:

1. There was a moderate level of motivation among the library personnel.
2. There was a moderate level of job satisfaction among the library personnel.
3. There was a high level of job performance among the library personnel.

The first research question sought to determine the level of motivation of library personnel. The overall result of both intrinsic and extrinsic motivation revealed a moderate level of motivation. This finding is contrary to the findings of Hafiza, Shah, Jamsheed and Zaman (2011); and Ekere (2012). The four co-researchers (2011) found the overall mean score of 3.9857 and standard deviation of .4761 for employees' motivation. Ekere (2012) found high level of intrinsic motivational factors of librarians in Nigerian universities. The second research question sought to determine the level of job satisfaction of library personnel in universities in North-Central, Nigeria. The result showed a mean score of 2.69 indicating moderate level of job satisfaction. This finding agrees with the findings of Ekere and Ugwu (2011) and Promay (2011) respectively but contradicts the findings of Ibrahim, Yusufu and Saka (2011/2012). Ekere and Ugwu

(2011) as part of investigation sought to find out the level of satisfaction of librarians in university libraries in Nigeria, the study discovered that, librarians exhibited average level of job satisfaction. Promay (2011) examined job satisfaction of private college teachers in Bangladesh and teachers were found to exhibit average level of job satisfaction. Ibrahim, Yusufu and Saka (2011/2012) discovered high level of job satisfaction with the information service delivery system of SERVICOM among NARICT staff in Zaria. Research question three sought to investigate the level of job performance of library personnel. The result showed that a mean score of 3.00 was obtained which indicated high level of job performance of library personnel in universities in North-Central, Nigeria. This finding reflects the report by Olorunsola (2012), Nnadi, Chikaire, Atoma, Egwuonwu and Echetama (2012) but contradicts the report of Oyewole and Popoola (2013). Olorunsola (2012) reported high level of job performance by administrative staff in government-owned universities in South-West, Nigeria. Nnadi, Chikarie, Atoma, Egwuonwu and Echetama (2012) found that the various key performance areas of female extension workers were rated in percentages between 62.5% and 100% respectively. The finding contradicts that of Oyewole and Popoola (2013) as the co-researchers discovered moderate level of job performance among library personnel in Federal Universities and Federal Colleges of Education in Nigeria.

VII. Conclusion

Based on the findings, the study concludes that:

1. With the high rate of unemployment in Nigeria, library personnel were well committed to their jobs despite the moderate level of motivation.
2. With the moderate level of job satisfaction of library personnel, there is tendency that the intrinsic and extrinsic motivations were either at moderate level or haphazardly offered. The implication of haphazard provision of motivation is that the library personnel were extrinsically motivated as opposed to intrinsic motivation.
3. Acquisition of knowledge, skills, and competency of task and free flow of information has led to high level of job performance of library personnel.

VIII. Recommendations

Based on the findings and conclusion drawn, the following recommendations are made for the management of Universities in the North – Central, Nigeria:

1. Adequate job design, description and subordinates participation in decision making/leadership training.
2. Recognition and in-service training programme for library personnel.
3. Encouragement for library personnel to be committed to their jobs and have critical thinking ability to solve library problems.

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