

## MOTIVATION AND JOB PERFORMANCE OF LIBRARY STAFF IN ACADEMIC INSTITUTIONS IN NIGER STATE: A CASE STUDY OF FEDERAL UNIVERSITY OF TECHNOLOGY LIBRARY, MINNA.

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### **Abstract**

*The purpose of the study was to establish the effect of motivation on job performance of library staff in academic institutions in Nigeria with particular reference to F. U. T library Minna. Case study research method was used for this study. The population of the study was 102. Questionnaire and observation were the methods used for collecting required data. Out of the 102 copies of the questionnaire that were administered, 84 were returned and found usable. Data gathered were analysed using descriptive statistics with frequencies. The study found out that cordial relationship between the staff proper communication, mentoring, job security and work itself were among motivating factors in the performance of their duties. Meanwhile, underestimation of the impact of librarians in the overall attainment of institutional objectives and lack of funds, among others were found to be militating factors in motivating library staff, it was concluded that despite efforts made to motivate library staff, there is need for improvement. The study therefore recommended improved funding to the library so as to meet the demands of the staff, among others.*

**Keywords:** MOTIVATION, JOB PERFORMANCE, LIBRARY STAFF, FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA, NIGER STATE

### **Introduction**

The Federal University of Technology (F.U.T), Minna according to its Conditions of Service of Senior Staff (2012), was established by Decree No. 13 of July, 1986 as amended by the Universities (miscellaneous provisions) Decree No. 11 of 1993, and further amended by the Universities (miscellaneous provisions) Amendment Decree No. 25 of 1996. The University has as its vision to strive to become one of Nigerian leading universities and a centre of excellence, recognized nationally and internationally for its quality pedagogy and research which is supported by visionary leadership, responsible citizenship, internal and external partnership and in unique value system. On the other hand, the mission of F.U.T. Minna, as a specialized institution, is to be committed to the training of skilled and innovative work-force that will harness the forces of nature to transform Nigeria's natural resources into goods and services to positively affect the economy and thus, the quality of life of her people. These laudable objectives are to be achieved through teaching, learning, research and development.



In order to achieve the objectives outlined by the mission and vision of the University, it became necessary to establish a library to provide current and relevant information resources to supplement the teaching, learning and research activities of the institution. This is imperative because Bitagi (2010) notes that university libraries are the hearts upon which all universities rely upon to perform effectively. Consequently, the F.U.T. library engages staff, both academic and non-academic in expectation that they would collectively put hands and efforts together so as to provide the required services needed to supplement the attainment of the objectives of the institution. These services include, but not limited to selecting, acquiring, organizing, storing, retrieving and dissemination of information in all available formats- print and non-print. For library staff to perform their expected roles in line with the mission and vision of the university, it becomes imperative that they are provided with a level playing ground, irrespective of their status, in terms of motivating them in a variety of ways. This is because Usman (2011) argued that a well-managed organization usually sees an average worker as the route source of quality and productive gains. The author added that a well motivated staff is a great asset to any organization because he/she will always be production hungry. Such staff would always be ready, willing, available and able to deliver on any prescribed and assigned responsibility and would thus be efficient, proficient, focused and goal oriented.

Motivation means factors that encourage people to take more initiative and interest in the work assigned to them so as to increase productivity of the organization. Motivation is the act of encouraging somebody- a worker or employee to perform to expectations through awards, rewards or gifts either in cash or kind. Mc-Graw-Hill Dictionary of Scientific and Technical Terms (1984) defines motivation as the comparatively spontaneous drive, force, or incentive, which partly determines the direction and strength of response of a higher organism to a given situation. Luthans in Ogunrombi and Elogie (2009) defines motivation as a process that raises, energises, directs and sustains behaviour and performance. The authors further argued that motivation is a process that stimulates people to action to achieve the desired task(s). Obi (2012) supports this view when the author cited Iheonunekwu who defined motivation as the willingness to do something and is conditioned by the actions to satisfy some needs for the individual. From the above definitions, it is observable that the quality and quantity of service delivery from F.U.T. library staff depends on the amount of encouragement and resources given to them to contribute their best. Therefore, motivation is a necessary ingredient in efficient performance of F.U.T. library staff. This is because Onwubiko in Ogunrombi and Elogie (2009) observes that unless conditions are created that will permit the release of the potentials of library employees, the goals of the library would not be realizable.

Job performance has to do with the extent to which a staff employed by an organization has carried out the duties for which he/she is employed. Campell (1990) argued that job performance refers to whether a person performed his job well. According to the author, job performance relates to organizational output and success. In the public service such as that of F.U.T. Minna, job performance is evaluated on annual basis by scoring, in an "Annual Evaluation Form" the extent to which a staff has successfully or otherwise performed prescribed and assigned responsibilities by the supervisor or head of department.



### **Statement of the Problem**

Motivation of staff is expected to improve and sustain productivity among workers. Consequently, motivation accounts for high productivity and qualitative service delivery. Similarly, poor motivation of staff brings about low productivity and other negative tendencies associated with low results at work by employees. The performance of library staff in F.U.T., Minna seems to be below expectations. One wonders what could be responsible for their low performance. Could it be that they are not adequately motivated to perform their jobs?. The answer to this question constitutes an information gap. This study is therefore, conducted to fill the existing gap. This has become pertinent because no study seems to have been carried out on this topic.

### **Objectives of the Study**

The objectives of the study are to:

1. determine the types of motivational factors available at F.U.T., Minna library.
2. ascertain the level of satisfaction derived by the library staff with the available motivational factors.
3. determine the factors militating against the provision of motivational factors to the staff of F.U.T. library, Minna.
4. make recommendations on the way forward.

### **Review of related literature**

Okoro and Jef-Okoroafor (2008) opines that the satisfaction derived from job schedules translates to efficient service and low stress levels. In order to achieve the desired satisfaction at work which is followed up by efficient performance, the authors maintain that both motivator and hygiene factors contribute significantly. Motivator factors, according to them include achievement, recognition by peers and supervisors, work itself- aspects of work that gives the worker personal satisfaction, and advancement in form of promotion. On the other hand, hygiene factors were identified to include salary, advancement or growth, relationship at work (with subordinates) and job security.

All the factors mentioned above when adequately taken care of, enhances productivity among employees of any organization and F.U.T. library in particular. It is however, observed that salary as a motivating factor has a limited lasting effect because the value of money decreases with time and inflationary situation of the economy. Instead, achievement and recognition could be considered to have a more long lasting effect on the employee and his/her performance. Generally however, when library staff are dissatisfied with their conditions of work, the tendency is that they will explore alternatives (where possible) and if this fails, the aspiration of the staff drops. Consequently, instead of a staff being motivated, he or she is stressed.

In addition to the above, Saka and Madu (2011) argues that productivity or otherwise in any organization is a function of the degree of communication. For communication to play its role in the effective production process the authors were of the view that communication between the employers and employees and among employees themselves could be vertical or horizontal. According to them, vertical communication could either be downward or upward, meaning that it could either flow from the top



hierarchy to the lowest and vice versa. Horizontal communication is regarded as that which is interpersonal irrespective of position. In view of this analysis, the utilization of vertical and horizontal communication in F.U.T. library will solve issues relating to communication gap between management and staff and among the staff. This is expected to bridge the gap and enhance productivity.

Okojie (2009) investigated rewards policy and employee motivation in the National Library of Nigeria (NLN). The author focused ranking twenty (20) factors that influence motivation in the NLN as well as examining its reward policy. Descriptive survey research method was used for the study with questionnaire as instrument of data collection. 81, representing 81% of the 100 questionnaire administered were returned and found usable. Simple statistics was used for data analysis. The study found out that NLN staff were most motivated by job security, salary and interesting work while the reward programme was not properly communicated to staff causing contradicting views within the staff as regards its implementation. The study recommended that an articulated written reward policy be provided among others. The implication of this study shows that when performance of F.U.T. library staff is accompanied by reward, be it verbal, physical and or financial, it will boost their morale resulting into high level performance on the job. To sum up the views of various authors above, it is observed that poor job motivation will breed low productivity, absenteeism, low morale, poor material control, poor time management and bad staff communication skills among the library staff. On the other hand, good job motivation is expected to bring about high productivity, qualitative service delivery and high morale among staff.

### Methodology of the study

The case study research design was used for this study. Nwogu (2006) argued that it consists of an intensive study towards a thorough understanding of a given social unit. Such social unit, according to the author may be an individual, a group of individuals (such as the staff of F.U.T. Minna), a community or an institution. The population of the study was 102 which is the entire staff of the library including administrative, academic, non-academic and junior staff (Library Assistants). Questionnaire and observation were used as the instruments of data collection. Data gathered were analysed using descriptive statistics. In that respect, frequencies of occurrence and their percentages were shown in tables.

### Presentation and Discussion of the findings

**Table 1: Status of Library Staff and Response Rate**

	No. of Questionnaire Administered		No. Returned and Usable	
	Frequency	%	Frequency	%
Academic Librarians	28	27.4	24	85.7
Senior Non Academic	22	21.6	20	90.9
Junior (Lib. Asst.)	48	47.1	36	75.0
Admin. Staff	4	3.9	4	100.0
<b>TOTAL</b>	<b>102</b>	<b>100</b>	<b>84</b>	<b>82.3</b>



Table 1 shows that out of the 102 copies of the questionnaire administered, 82.3% were returned and found usable. The response rate is higher among administrative staff (though they are fewer in number) and senior non-academic staff with 100% and 90.9% responses respectively. These are closely followed by academic librarians with 85.7% and junior staff (Library Assistants) with 75% response rate.

**Table 2: Types of motivational factors available at F.U.T. library, Minna.**  
**A= Available      NA= Not Available**

S/N	Factors	A Freq.	%	NA Freq.	%	TOTAL	%
1.	Salary/Wages	84	100	-	-	84	100
2.	Job Security	84	100	-	-	84	100
3.	Work itself	60	71.4	24	28.6	84	100
4.	Promotion	20	23.8	64	76.2	84	100
5.	Staff development (Training)	55	65.5	29	34.5	84	100
6.	Opportunities for conferences/seminars/workshops.	10	11.9	74	88.1	84	100
7.	Cordial relationship among library staff	78	92.9	6	7.1	84	100
8.	Cordial relationship with the management of the institution.	15	17.9	69	82.1	84	100
9.	Delegation of responsibility	80	95.2	4	4.8	84	100
10.	Awards/rewards (cash & kind)	-	-	84	100	84	100
11.	Participation in decision making	25	29.8	70.2	84	84	100
12.	Proper communication	68	80.9	16	19.1	84	100
13.	Health services	30	35.7	54	64.3	84	100
14.	Car/refurbishing/housing loan	12	14.3	72	85.7	84	100
15.	Transport for library staff	-	-	84	100	84	100
16.	Shift allowance etc.	-	-	84	100	84	100
17.	End of the year bonus	-	-	84	100	84	100
18.	Mentoring among staff	79	94.0	5	6.0	84	100
19.	Annual and casual leave etc.	84	100	-	-	84	100
20.	Office accommodation	22	26.2	62	73.8	84	100

Table 2 reveals the recognition of availability of some major motivational factors that enhances staff productivity at work. All the staff, 100% argued that salary/wages, job security and annual leave etc are available at F.U.T. library, Minna. These are followed by those who argued that delegation of responsibility, 95.2%; mentoring among staff, 94%; and cordial relationship among library staff, 92.9% are available in the library, among others. On the other hand, there was a negative recognition of the availability by all the staff, 100% of awards/reward; transport for library staff; shift allowances etc and end of the year bonus. Closely following these were lack of recognition for availability of opportunity for attendance of conferences/seminars/workshops by 88.1% and car/refurbishing/housing loans by 85.7% of F.U.T. library, Minna.



**Table 3: Level of Satisfaction Derived by Library Staff with the Available Motivational Factors**

S/N	Factors	HS= Highly Satisfied		S= Satisfied		NS= Not Satisfied		TOTAL	%
		Fre q	%	Fre q	%	Fre q	%		
1.	Salary/Wages	1	1.2	15	17.9	68	80.9	84	100
2.	Job Security	25	29.8	50	59.5	9	10.7	84	100
3.	Work itself	40	47.6	35	41.7	9	10.7	84	100
4.	Promotion	2	2.4	5	5.9	77	91.7	84	100
5.	Staff development (Training)	28	33.3	50	59.6	6	7.1	84	100
6.	Opportunities for conferences/seminars/workshops	-	-	4	4.8	80	95.2	84	100
7.	Cordial relationship among library staff	70	83.3	12	14.3	2	2.4	84	100
8.	Cordial relationship with the management of the institution.	1	1.2	21	25.0	62	73.8	84	100
9.	Delegation of responsibility	44	52.4	35	41.7	5	5.9	84	100
10.	Awards/rewards (cash & kind)	-	-	-	-	84	100	84	100
11.	Participation in decision making	6	7.1	24	28.6	54	64.3	84	100
12.	Proper communication	55	65.5	27	32.1	2	2.4	84	100
13.	Health services	5	5.9	19	22.6	60	71.5	84	100
14.	Car/refurbishing/housing loan	-	-	2	2.4	82	97.6	84	100
15.	Transport for library staff	-	-	-	-	84	100	84	100
16.	Shift allowance etc.	-	-	-	-	84	100	84	100
17.	End of the year bonus	-	-	-	-	84	100	84	100
18.	Mentoring among staff	45	53.6	36	42.9	3	3.5	84	100
19.	Annual and casual leave etc.	20	23.8	64	76.2	-	-	84	100
20.	Office accommodation	2	2.4	6	7.1	76	90.5	84	100

Table 3 shows that the prominent motivational factors that encourage library staff to perform their prescribed and assigned duties include cordial relationship between staff, 97.6%; proper communication, 97.6%; mentoring, 96.5%; delegation of responsibility, 94.2%; staff development, 92.9%; job security and work itself, 89.3, among others.

The Table further reveals that all library staff, 100% were not satisfied with awards/rewards (cash and kind) and end of the year bonus as motivating factors. These



are followed by 97.6% and 95.2% of the staff who argued that car/refurbishing/housing loan and opportunity for conference/seminar and workshop attendance respectively are motivating factors, among others.

**Table 4: Factors militating against the provision of motivational factors**  
**SA= Strongly Agree; A= Agree; D= Disagree; SD=Strongly Disagree**

S/N	Factors	SA Freq	%	A Freq	%	D Freq	%	SD Freq	%	Total	%
1.	Lack of funds	40	47.6	31	36.9	13	15.5			84	100
2.	Lack of recognition of the role of the library	10	11.9	25	29.8	30	35.7	19	22.6	84	100
3.	Institutional policy	27	32.2	41	48.8	10	11.9	6	7.1	84	100
4.	Leadership style	17	20.2	35	41.7	20	23.8	12	14.3	84	100
5.	Under estimation of the impact of librarians in the overall attainment of institutional objectives	49	58.3	25	29.8	8	9.5	2	2.4	84	100

Table 4 reveals that majority of the library staff, 88.1% agreed that underestimation of the impact of librarians in the overall attainment of institutional objectives constitute militating factor against the provision of motivational factors to them. This is followed by 84.1% and 81% of those who argued that lack of funds and institutional policies were militating against provision of motivational factors to library staff. Leadership style was argued by 61.9% of the library staff as also militating against the provision of motivational factors. On the other hand, majority of the staff, 58.3% did not agree that lack of recognition of the role of the library was militating against the provision of motivational factors to them.

**Discussion**

The findings on Table 2 reveals that F.U.T., Minna library recognizes that the major components of staff motivation is made up of salary and wages, job security and need to rest after putting in a whole year's service or part thereof by providing annual and casual leaves when the need arises. This priority of motivation factors conforms with the observation of Campell (1990) when the author emphasized for prompt payment of salaries/wages and job security as factors encouraging employees to put in their best.

Table 2 further reveals that there is lack of shift allowance for staff that run shifts up till 10 p.m. to ensure that the user community is appropriately served and in the effort to supplement the attainment of the objectives for which the university library and the institution were established. It is to be noted that the main library is about 17 kilometres away from the town. An observation by this researchers revealed that nurses who ran similar shift duties are paid shift allowances. This is enough to demoralize staff at work.



The motivating factors on Table 3 identified are necessary for the library staff to complement the effort of the university in achieving the objectives for which it was established. In support of this finding, Ogunrombi and Elogie (2009) in their study found out that good working environment, opportunity for educational advancement, study leave/leave of absence and good salaries/wages are principal determinants that encourage librarians to put off their best.

The findings from Table 3 also shows that lack of awards/rewards in either cash or kind, transport for library staff to move them to and from the office and shift allowance are major factors that discourage the library staff from discharging their responsibilities at times. Observation made by the researchers shows that library staff are not paid their shift allowance while it is paid to other university staff in other departments where shift services are also rendered.

The findings on Table 4 are reflections of the perception of library staff that F.U.T., Minna that their role or impact in the overall attainment of the institutional objectives was being underestimated. This may be as a result of the fact that librarians in F.U.T. library, Minna were yet to participate in the teaching of core courses in the university's Department of Library and Information Technology or in the provision of required services. It should however be noted that university library staff were primarily employed to provide the university community with desired information resources and services to meet with their information needs so as to perform effectively. The performance of the library staff to meet up with the objectives however, depends on the level of satisfaction derived by factors used to motivate them to work up to expectations. It is in this respect that Okoro and Jef-Okoroafor (2009) argued that in order to achieve the desired satisfaction at work which is followed up by efficient performance, both motivator and hygiene factors should be employed to motivate library staff. Unfortunately however, the findings also reveals that funding accruing to the university through the federal government subventions, donor agencies and internally generated sources may not have been adequate to cater for the provision of an independent transport services, qualitative health services and give awards/rewards to the library staff when they individually and collectively perform outstandingly. Aziagba and Umeozor (2008) corroborated this finding when the authors identified that funding is principal among factors militating against the development of libraries while Bitagi (2012) also found out that it constitute a cog in the wheel of library development.

It could also be argued from the findings that leadership style affects both library development and staff performance at the same time. Since university management is made up of people on tenureship basis, the love and appreciation of what librarians do may change with the expiration of one management and beginning of another.

It should however be emphasized, as in the finding on Table 4 that there is due recognition for the role the library plays in supplementing the overall objectives of the institution even if it is not adequately used for that purpose. That is why the National Policy of Education (2004) provided that proprietors of schools (with universities leading), must ensure that provision of library services is a top priority. Consequently, the Federal Government and the appropriate agencies have specified particular amount for library development in their allocations.



## Conclusion

The study determined the types of motivational factors available for F.U.T. library staff, the extent of satisfaction derived and the factors militating against the provision of motivational factors. While effort has been made to provide such factors as salary etc, there is a greater need on the part of the management to provide and improve on the available ones so that there will be a level playing ground for efficient performance of library services. Consequently, the role of library staff in supplementing the attainment of the goals and objectives of the institution will be highly enhanced.

## Recommendations

Based on the findings of the study, the following recommendations are made:-

1. The funding of the university should be improved upon by the Federal Government of Nigeria. Consequently, the university should endeavour to allocate reasonable amount of money to the library so as to meet the demands of library staff to perform according to expectations.
2. Transport for the movement of library staff to the permanent site should be provided so that library services could be extended to 10.00pm which is the normal closing time for the library.
3. Shift allowance should be paid to library staff that run shift duties even on Saturdays and Sundays.
4. Certain institutional policies, such as that of attendance to conferences, workshops and seminars etc. should be reviewed in favour of all university staff and library staff in particular since they should also have up-to-date information in their areas of specialization.
5. Awards/reward policy should be introduced in the university to encourage productivity among the staff. This could take the form of gifts of such things as verbal appreciation, letter of commendation, plaque, and end of year bonus etc.
6. The entire academic community, irrespective of status, should not only visit but use the library facilities and services so that they will realize and appreciate the efforts of library staff. This will pave the way for making justifiable comments and recommendations on the library and its staff.



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