Influence of Job Motivation on the Productivity of Librarians in Colleges of Education in Nigeria

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Abstract

High productivity is of primary concern to the individuals, the management of any organisation and to the national economy at large. To achieve maximum productivity, management of all organisation, including college libraries have realised the need to accord high premium to the welfare of the employee. Several studies that have been carried out in librarianship have not fully addressed the issue of job motivation and the productivity of each librarian in colleges of education. The study, therefore, examined job motivation as it influenced the productivity of each librarian in colleges of education in Nigeria. The study adopted correlation research design. The population for the study comprises 63colleges of education libraries in Nigeria, 21 federal and 42 state and the 356 librarians that are found in the libraries. The instrument used for data collection included Questionnaires on Job Motivation and Librarians Productivity (r = 0.97) and Structured Interview Guide for College Librarians only (r = 0.99). Findings from the study revealed that majority of the sampled librarians are not productive. Moreover, job motivation influenced the productivity of librarians to a significant extent with values (r =0.275; p < 0.05). Since librarians are not productive, there is need for collaboration between the college authorities and the librarians to optimise the productivity of the latter. Such collaboration would include effort made to boost the job morale of the librarians.

Keywords: Job motivation, productivity of librarians, colleges of education.

1. Introduction

High productivity is of primary concern to management of every organisation, including college libraries. Thus, the need to accord high premium to the welfare of the employees has been the major preoccupation of management in any organisation – nonprofit, not- for- profit, and profit making. An organisation liveliness whether in public or private, comes from the motivation of its employees (Lewis, Goodman and Fandt 1995). It is, therefore, imperative for management of any organisation to tactfully study the work environment, identify what motivate their employees; accord high priority to such, so as to enjoy the contribution of the latter in form of high productivity (Paul, 2002, Owusu-Acheaw, 2007, Amir and sahihzada, 2010). In other words, high productivity cannot be achieved by the organisation without adequate job motivation of the workforce.

Even libraries that are traditionally regarded as non-profit and service oriented organisations are not exempted from issues that bother on productivity. Parent institutions of academic libraries are calling constantly on library management and the librarians to give account of their stewardship (Andrews, 2007). College libraries and librarians are now expected to justify the purpose of continuous existence and relevance of the libraries and librarians in the information age that is characterised by stiff global competition among service provider. With dwindling budget, library management and librarians are still expected to perform optimally. Library management are expected to still manage judiciously both human and material resources at their disposal. They are to bring out the best from the workforce in the ever-competing global information market (Taiwo, 2009, Ibegbulam, 2010, Hosoi, 2010, Parker, 2010).

Job motivation of librarians is crucial in achieving effectiveness in the library. The higher the level of motivation everything being equal the higher the quality of librarian's contribution to the achievement of library's goals. (Bryson, 1990, Siggins, 1992, Out, 1999, Henmah, 2007). Job motivation would exert tremendous influence on the productivity of the librarians. The researchers aver that a highly motivated employee would have a high morale which would translate into positive attitude to work and attendant high productivity. Therefore, to enjoy the services of the librarians (in form of high productivity) it is imperative for the college management to make them happy on their chosen career.

Productivity of librarians in colleges of education in Nigeria is service oriented. The services can be classified into two major groups, namely: - intangible services and tangible services. The intangible services include:- frequency at departmental meeting; contribution to the organisational goals; innovation introduced; and

commitment to duty.   Tangible services include:- academic qualifications; on going researches; number of journal articles published; number of papers published in conference proceedings; number of books published; chapters in books published; number of books reviewed and number of bibliographies compiled. The second category of services could be objectively measured unlike the first category. In the study therefore, the productivity of librarians in colleges of education in Nigeria will be measured in terms of the tangible services. The only clear indicator of productivity easily identifiable in institutions such as the colleges of education is research productivity (Idachaba, 1995, Fennewald, 2008).

There is enough information in the literature on the organisational productivity of librarians especially on service delivery. There is, however, a dearth of information in the literature on the research output of individual librarians. Not much work has been done on job satisfaction and research output of librarians in Nigerian universities. Since university environment is quite different from college environment, there could be some factors in the college environment which are not present in the university environment that could influence the research output of librarians. From the preliminary investigation carried out by the researchers, it was found that the librarians appeared to be dissatisfied with their job. Their dissatisfaction with their job could be due to the promotion criteria (especially publication output) which they could not meet. Moreover, too much administrative responsibilities might have impacted negatively on the productivity of the librarians as they have little or no time to embark on meaningful researches.

The study, therefore, investigated the level of librarians' productivity and ascertained the extent to which job motivation influenced the productivity of librarians in colleges of education in Nigeria.

1.1 Objectives of the Study

The main objective of the study is to investigate the influence of job motivation on the productivity of librarians in colleges of education in Nigeria. The specific objectives are to:

1. determine the publications output of librarians in colleges of education in Nigeria.
2. investigate if there is any relationship between job motivation and the productivity of the librarians in colleges of education in Nigeria.

1.2 Research Questions

To achieve the foregoing objective, the following research questions are posed:

1. How productive are librarians in colleges of education in Nigeria in term of publications output?

2. What is the influence of job motivation on productivity of librarians in college of education in Nigeria?

1.3 Scope of the Study

The study covers all the colleges of education in Nigeria and all the librarians that are found in the institutions. It as well covers the extent to which job motivation (such as: salaries, work itself, freedom, compensation etcetera) influence the productivity of librarians in colleges of education in Nigeria

2. Research Design

The study adopted correlation research design. It was adopted because it is a research approach which analyses the relationship between data, between variables and some other result in such a way that the underlying patterns of relationships become clear. It is a definite improvement over the casual-comparative method (Sidhu, 2006). With this research design(correlation research) the extent(proportion) to which job motivation(qualitatively and quantitatively) influence the productivity of the librarians would be objectively ascertained.

The population for the study comprises all the 63colleges of education libraries in Nigeria, 21 Federal (12 regular, 8 technical and 1 special) and 42 states (JAMB, 2009) and the 356 librarians that are working in the libraries. Two instruments were used to collect data for the study: Instrument 1 tagged: Questionnaire on Job Motivation and Librarians Productivity (QJMLP) was administered to librarians in all the federal and state colleges of education in Nigeria. Instrument 2 tagged: Structured Interview Guide for College Librarians only (SIGCL). This was administered to college librarians only. The research instruments were subjected to face and content validation. Cronbac alpha reliability analysis formula was used to establish the reliability co-efficient of the instruments. The reliability co-efficient of the instruments (1 and 2) were 0.97 and 0.99 respectively. Pearson product moment correlation and multiple regression analysis were used to determine the composite (joint) and relative influence of independent(job motivation) on the dependent (productivity) variable in the study.

3. Result and Discussion of Findings

The research findings are presented using Pearson correlation formula, regression analysis and inferential statistics. In all, 356 copies of the questionnaire instrument were administered in all the 63 colleges of education (federal and state) that are found in the 6 geo-political zones in Nigeria. In all, 295 copies of the questionnaire instrument were completed and retrieved and this represents a response rate of 82.87%. Fifty-seven (57) copies of the structured

interview guide were successfully administered and retrieved from 63 college librarians. This gives a response rate of 90.48%.

3.1 Answer to Research Questions

3.1.1 Research Question 1:

How productive are librarians in colleges of education in Nigeria in terms of publications output? As shown in table 1. Table 1 shows that a good number, 103 (34.9%) of the sampled librarians indicated that they have not published any article in professional journals; 45 (15.3%) indicated that they have published one article in a professional journal; 77(26.1%) indicated they have published two articles, 59(20.0%) indicated that they have published three papers in professional journals while 11(3.7%) indicated that they have published more than three articles in professional journals in the past three years. Moreover, the table shows that 102(34.6%) of the librarians indicated that they have not published any article in professional journals, 27 (9.2%) indicated that they have published one article in a professional journal, 32(10.8%) indicated they have published two articles, 26(8.8%) indicated that they have3 published three, while 108(36.6%) indicated that they have published more than three articles in professional journals since they started their career.

In addition, the table shows that 105(35.6%) of the librarians revealed that they have not presented any paper in professional conferences/seminars/workshops in the past three years. Another 73(24.7%) have presented paper once in professional conferences/seminars/workshops; 47(15.9%) have presented papers twice in professional conferences/seminars/workshops; 54(18.3%) have presented paper thrice and 16(5.4%) have presented papers more than three times in professional conferences/seminars/workshops in the past three years.

Moreover, the table shows that a large number, 207(70.2%) of the librarians have never reviewed a book in the past three years; 44(14.9%) have done book review once; 27(9.2%) reviewed twice, 16(5.4%) reviewed thrice and 1(0.3%) have never reviewed a book more than three times in the past three years. In addition, a large number, 181(61.4%) of the librarians have never completed researches in the past three years; 54(18.3%) of the librarians have once completed researches, 37(12.5%) have completed researches twice, 19(6.4%) completed researches thrice and 4(1.4%) have completed researches more than three times in the past three years. Similarly, a large number; 194(65.8%) of the librarians have no on-going researches at present, 55(18.6%) have one on-going research; 32(10.8%) have two on-going researches, 6(2.0%) have three on-going researches and 8(2.8%) have more than three ongoing researches at present.

3.1.2 Research Question 2: What is the influence of job motivation on the productivity of librarians in colleges of education in Nigeria?

Table 2 shows the correlation of job motivation and productivity of librarians with values (r=0.275; P<0.05). Since P is less than 0.05, it shows that job motivation influences the productivity of librarians to a significant extent.

3.2 Research Productivity of Librarians in Colleges of Education in Nigeria

The findings of the research on publications output of librarians is worrisome. The findings reveal that a good number of the librarians are not productive in terms of publications output. For instance, 103 (34.9%) respondents have not published any article in professional journals in the past three years, 45 (15.3%) have published one, 77 (26.1%) have published two; 59 (20.0%) have published three and 11 (3.7%) have published more than three. Moreover, a good number of the librarians have not published at all in professional journals since they began their career. This is represented by 102 (34.6%). Moreover, 209 (70.8%) librarians have never co-authored with professional/academic colleagues in professional journals, 181 (61.4%) have not completed any researches in the past three years, and 194 (65.8%) do not have any on-going researches. This apathy to publication is a source of great concern as it will affect the promotion of a good number of librarians. Lack of promotion has demoralising influence which would adversely affect the general work output of the librarians. The findings of the research agree with the findings of Adomi and Mordi (2003), who discovered that many librarians fall short of the required number of publications needed for promotion.

In the structured interview conducted, a good number of the college librarians affirmed that librarians that publish most are also the most productive in the performance of practical library duties and that librarians' involvement in publications are very helpful in the performance of general library duties. The college librarians added that librarians that are most productive in terms of research publications are also the most resourceful in the performance of technical and reader's services. They gave this attestation based on the performance records which they keep. Furthermore, most of the college librarians indicated that the publications output of librarians in their colleges are not adequate on the average. The result of the interview guide on research output of librarians corroborates the finding from the questionnaire instrument. It has been argued that the only straight forward indicator of productivity that is easily identifiable in institutions such as colleges of education is research productivity (Idachaba, 1995, Skirbekk, 2003, Fennewald 2003). Other scholars have argued on the need for librarians to write and publish like the faculty and enjoy the same privileges like them (Olsgaards, 1980, Nwafor,

1987, Fenske and Dalrympie, 1992, Jain, 1998). It must be observed that research productivity is one of the criteria that are used for the promotion of faculty (librarians inclusive) in colleges of education and other higher institutions of learning in Nigeria. Librarians in tertiary institutions in Nigeria over the years fought to get the same status like the faculty. It is reasonable, therefore, for librarians in colleges of education to retain and maintain the faculty status by publishing like the faculty members.

To encourage publications output, the college authorities should put in place policies that are geared towards optimising the productivity of librarians. For instance, the librarians should not be saddled with unnecessary responsibilities at the expense of research and publication. Moreover, college authorities should do everything possible to encourage the librarians to publish. They can do this by making research grants available, providing adequate working tools and ensuring that librarians work in conducive environment amongst other things.

3.3 Influence of Job Motivation on the Productivity of Librarians in Colleges of Education in Nigeria

Findings of the research reveal that job motivation has significant influence on librarians' productivity. The findings are in consonance with Henman (2007) when he discovered that job motivation could be used by employers to get the best out of the employees. Similarly, the findings agree with the findings of Ibegbulum (2010), Hosoi (2010) and Parker (2010) who discovered that management who makes judicious use of both human and material resources would succeed in bringing the best out of their work force. Moreover, the findings of the research study corroborate those of Owojori and Popoola (2009) and Balogun, Oladipo and Odekunle (2010) who discovered that high productivity is dependent on the level of job motivation of the work force. The findings of the research also agrees with the findings of Amir and Sahibzada (2010), Pan and Hovde(2010) who opine that job motivation could not be treated in isolation of management.

The issue of job motivation is as important as the whole organisation itself. Management of all cadres in both public and private sectors who desire progress and advancement of their establishments must give priority to the job motivation of their workers. Happy and motivated workers are assets in any establishment. Management should try to identify and do things that could make the librarians happy and motivated on the job so as to reap the dividends that are accruable from motivated workers. Motivated librarians would be fast and apt to initiate ideas, free to offer suggestions and be willing to contribute their own quota to the overall development of the organisation. Cases of sabotage and vandalism are always traceable to unhappy, unsatisfied, demoralised and disgruntled workers.

The most critical of all the factors of production (land, labour, capital and entrepeneur) is the human being. Humans are the managers of any business. Land and capital cannot organise themselves. The quantity and quality of land, capital and labour that can be tactically combined for any successful productive activity would be determined by humans. Inputs determine outputs in any organisation. The success or failure of any productive service would be determined by humans. Human are the architect of any known innovations, discoveries, inventions and revolutions. Any investment on human development in the work place is an investment in the right direction. Management should, therefore, do everything possible to make the librarians happy, satisfied and productive.

4. Conclusion

It can be concluded from the result of the study that a good number of librarians in colleges of education (federal and state) in Nigeria are not productive in terms of publications output. A good number of the librarians 103(34.9%) have not published in professional journals in the past three years, 102(34.6%) have not published since they began their career while 209(70.8%) have never co-authored with colleagues. Since librarians are not productive, it is imperative for library management to put in place policies targeted towards optimizing the productivity of the librarians. For instance, librarins could be given research leave to embark on researches and publications. Moreover, job motivation influenced the productivity of the librarians to a very high extent. The college authorities and the library management should do everything possible to make librarians happy on their job; since it is only happy workers who could be productive workers.

5. Recommendations

The following recommendations are made in line with the findings of the research:

1. Authorities of colleges of education in Nigeria should give all necessary encouragement to the librarians to improve their productivity. The findings of the research show that majority of the librarians are not productive. Low productivity is not good for the libraries and the librarians themselves whose objectives are high productivity and recognition as academic staff whose status should be equated to those of the faculty members.

2. The library management should be flexible enough in their administrative style and adjust the assignment of the librarians from time to time with a view to giving them ample opportunity to carry out meaningful researches. For instance, they could be given research leave to execute researches as the occasions demand.

3. Library management should do everything possible to motivate the librarians on their job since it is only motivated librarians that could be productive under normal circumstances

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Table 1:   Productivity of Librarians in Colleges of Education in Terms of Publications Output

Quantity of Publications	None		One		Two		Three		More than three	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
How many articles have you published in professional journals in the past three years?	103	34.9	45	15.3	77	26.1	59	20.0	11	3.7
How many articles have you published in professional journals since you began your career?	102	34.6	27	9.2	32	10.8	26	8.8	108	36.6
How many professional conferences/seminars/workshops have you presented papers in the past 3 years?	105	35.6	73	24.7	47	15.9	54	18.3	16	5.4
How many chapters in books have you contributed in the past three years?	157	53.2	53	18.0	43	14.6	36	12.2	6	2.0
How many professional/academic journals have you co-authored with colleagues?	209	70.8	33	11.2	26	8.8	13	4.4	14	4.8
How many professional/academic books have you co-authored with colleagues?	212	71.9	31	10.5	24	8.1	15	5.1	13	4.4
How many bibliographies have you compiled in the past three years?	183	62	73	24.7	28	9.5	9	3.1	2	0.7
How many books have you reviewed in the past 3 years?	207	70.2	44	14.9	27	9.2	16	5.4	1	0.3
How many researches have you completed in the past three years?	181	61.4	54	18.3	37	12.5	19	6.4	4	1.4
How many on-going researches do you have at present?	194	65.8	55	18.6	32	10.8	6	2.0	8	2.8

Table 2:   Influence of Job Motivation on the Productivity of Librarians

	N	Mean	Standard Deviation	Pearson coefficient (r)	df	P$_{value}$	Remark
Productivity	295	11.40	9.84	0.275	293	0.000	S
Job Motivation	295	22.76	6.81				

S= Significant at 0.05 level