CHAPTER ONE

INTRODUCTION

1.1.   Background to the Study

In any organisation where employees are valued as assets, attainment of maximum productivity is of primary concern to management. Thus, the need to accord high premium to the welfare of the employees has been the major preoccupation of management in any organisation – non-profit, not-for-profit and profit-making. This is because it is possible for an organisation to have the most efficient technological and infrastructural facilities compared with similar organisations and still suffer low productivity due to the disposition of the workforce. An organisation's effectiveness, whether public or private, comes from the job motivation of its employees (Lewis, Goodman and Fandt 1995). It is, therefore, imperative for management in any organisation, including libraries to tactfully study the work environment; identify what motivate their employees; accord high priority to such so as to enjoy the contributions of the latter in form of high productivity (Paul, 2002, Owusu-Acheaw, 2007, Amir and Sahihzada, 2010). High productivity would enhance cost benefit (profitability and efficiency) in terms of inputs – outputs ratios and stem the tide of human and material wastage in any organisation.

Productivity is of fundamental importance to the individual at work, the organisation and to the national economy. High productivity is significant for the upliftment of the welfare of the citizens and the reduction, if not total eradication of mass poverty (Yusufu, 2000, Akinyele, 2007). The concern for productivity, especially in the public sector in Nigeria has increased with intensity in recent times. This culminated in the establishment of the National Productivity Centre under the Federal Ministry of Employment, Labour

1

and Productivity (Osoba, 1999, Umeh and Usman, 2000). The primary duty of the National Productivity Centre as spelt out by National Productivity Decree number 7 of 1987 is to stimulate productivity consciousness among Nigerian workers and to develop and supply the right technical solutions to productivity problems across all sectors of the national economy. It is against this background that governments have resorted to the introduction of welfare packages as a source of motivational strategy for higher productivity, and improvement in government establishments (Eghe, 2001; Choudhary, 2004).

There is no justification for establishing and maintaining organisation at a loss due to poor management and low productivity of the work force. In the era of global economic recession, managers of all organisations are doing their best to optimise the productivity of both human and material resources at their disposal. There is zero tolerance for economic wastage, idleness and redundancy. This is because managers are being constantly called upon to give account of their stewardship. In the Information Age characterised by stiff competition and survival of the fittest among firms, issues that border on the productivity of the workforce are of major concern to managers of all organisations including libraries. All organisations are now working towards joining forces with High Performing Organisations (HPO). There is no organisation that would be willing to be left behind as a Low Performing Organisation (LPO) in the age of global stiff economic competition. Many organisations are now undergoing changes as a result of Business Process Re-engineering (BPR) (Coping with change, 1997, Henczel, 2002).

It would be recalled that the Federal Government of Nigeria's economic policy on "privatisation", "commercialisation", "restructuring", "re-engineering",

2

"right-sizing", "down-sizing", or "reformation" of the work force in government establishments in Nigeria is a bold step towards reducing the problem of redundancy, indifference, wastage and low productivity (Ahmed, 2008). Many workers especially in the public sector, are doing their best to optimise their productivity since they know that they could be relieved of their job should their performance be low.

Even libraries that are traditionally regarded as non-profit and service-oriented organisations also have concerns for 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 for the continuous existence and relevance of libraries and librarians in the Information Age that is characterised by stiff global competition among service providers. 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 work force in the ever- competing global information market (Taiwo, 2009, Ibegbulam, 2010, Hosoi, 2010, Parker, 2010).

Adomi and Mordi (2003) discovered that many librarians fail to meet up with the required number of publications for promotion. They asserted further that due to lack of promotion, many librarians feel frustrated, stagnated and disappointed. It should be pointed out, however, that productivity could not be enforced on workers. It should emanate naturally from their disposition. For instance, it is possible for a worker to be despondent and still be reporting for duty every day without being productive. In other words, some favourable conditions should be provided if the productivity of a worker is to be enhanced. Under normal circumstances, workers' productivity would increase if they

are made to work in favourable environment and with good conditions of service. The physical environment has significant impact on the productivity and morale of workers (Kampert, 2008).

Since libraries and librarians contribute to organisational productivity, the creation of an information environment that would enhance productivity is a necessity. The relationship between productivity and the existence of a library or information centre has been the topic of prior research across disciplines like economics, social sciences, engineering as well as library and information science (Chandler and Carroll, 2002). No matter how automated an organisation or a library might be, high productivity still depends on the level of job motivation and the effectiveness of the workforce (Tella, Ayeni and Popoola, 2007, Owojori and Popoola, 2009, Balogun, Oladipo and Odekunle, 2010).

Herzberg, Mausner and Snyderman (1959) and Herzberg (1966, 2003) discussed the relationship between productivity and satisfaction among workers. They postulated that work itself could act as a motivator, provided that it is made sufficiently interesting. They contended that job satisfaction consists of two separate and independent dimensions - the one relating to job satisfaction (intrinsic factors) and the other relating to job dissatisfaction (extrinsic factors). These dimensions, according to them, are not opposite ends of the same continuum rather they represent different continuums. They identified the intrinsic factors which relate to the job content or nature of job as "satisfiers" or "motivators" and they include: achievement, recognition, the work itself, responsibility and advancement. Though their presence encourages job satisfaction, their absence does not automatically cause dissatisfaction. Conversely, they identified those they called "dissatisfiers" or hygiene – factors.

4

They include: company policies, supervision, salary, interpersonal relations and working conditions.

Job motivation is a set of energetic activities that originate both within as well as beyond an individual being to initiate work-related behaviour and to determine its form, direction, intensity and duration. Understanding what motivates an organisation's employees is central to the study of I-O (input-output) psychology. Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. An incentive is the anticipated reward or aversive event available in the environment. While motivation can often be used as a tool to help predict behaviour, it varies greatly among individuals and must often be combined with ability and environmental factors to actually influence behaviour and performance.

In response to motivation's role in influencing workplace behaviour and performance, it is important for organisations to understand and structure the work environment to encourage productive behaviours and discourage those that are unproductive. A pleased and well motivated employee delivers an exceptional service to the organisation with outstanding results to back it up. Employees need to be motivated to increase productivity. Performance is dependent on workers productivity (Franco, Bennette, Kanfer, 2002). Improved productivity is driven by positively motivated employees (Oosthuizen, 2001).

Regardless of what the procedure for promotion entails, the incentives and reward system operating in higher educational institutions has often been associated with staff motivation and performance on the job. Salmuni, Mustaffa and Kamis (2007) assert that the most attractive reward perceived by staff is still promotion and that promotion will improve the staff objective and performance. Santhapparaj

5

and Alam (2005) found that promotion has a positive and significant effect on job satisfaction.

Job motivation of workers is crucial in achieving effectiveness in an organisation. The higher the level of job motivation, under normal circumstances, the higher the quality of a worker's contribution to the achievement of the organisational goals (Bryson, 1990, Siggins, 1992, Out, 1999, Haruna, 2004, Henman, 2007, Ugah and Okpara, 2008). Job motivation could exert tremendous influence on the productivity of the librarians. When a librarian is properly motivated, he would be more committed, loyal, dedicated and productive. A motivated librarian would see no sacrifice too great to pay in a bid to advance the progress of his or her establishment. This is because, a motivated librarian has the belief that the advancement and the progress of the establishment is his. He would be willing to spare no effort in ensuring that his organisation succeeds since he believes that his success resides in the overall success and breakthrough of the organisation.

Job motivation could come in different forms. It could come in form of the nature of the job itself. That is, when the job is enriched and made attractive to the worker. It could come in form of paying adequate salary to the worker. The worker becomes satisfied with the salary that he collects, if he compares his salary and his standard of living with those of other workers in comparable organisations. The satisfaction comes when the worker discovers that his salary and other allowances are far better than those of his colleagues in comparable organisations (Adam's Equity Theory, 2010). The worker under normal circumstances would be willing to be more committed and dedicated to his job. Job motivation could also come in form of promotion, assigning position of responsibility, recognition for achievement and staff development.

Staff development which could come in form of formal training, seminar, workshop/conference participation (staff orientation and on-the-job training) is not only a morale booster but a very good strategy for enhanced productivity. When librarians are encouraged to develop themselves on the job, their orientation would change and their attitude to work would change for the better. Their perception about their job would be influenced through staff development. Trained librarians are expected to be more productive as a result of investment in training made on them. Staff development could be described as a coin with two sides benefits- benefits to the concerned staff and benefits to the organisation. Benefits to the staff in form of job status elevation, job satisfaction, job responsibility and attached financial and other fringe benefits. Benefits to the organisation- in form of high productivity, efficient service delivery, expertise displayed, loyalty and cost reduction (Pan and Hovde, 2010; Smith, 2010).

The duty of tactfully identifying and using a style or a combination of leadership styles that would motivate the librarians rests squarely on the authorities of the colleges of education in Nigeria and the library management. College authorities and library management are supposed to lead the librarians in such a way that they become effectively motivated and productive without compromising quality. This is because effective job motivation could not be treated in isolation of the college authority and the library management (Bowen and Radhakrshna, 1991; Coping with change, 1997; Lindner, 1998; Paul, 2002; Adam's Equity Theory, 2010; Amir and Sahibzada, 2010; Pan and Hovde, 2010; Top employee benefits, 2010). Similarly, job motivation could not be treated in isolation of the librarian's environment. The librarian's environment comprises social and physical situation in his work place. The social environment consists of human beings and interaction among colleagues. The physical

7

environment include: office furniture and space, natural lighting system, ventilation, power supply, possession of personal computer and Internet connectivity.

A comfortable and good work environment helps to increase right thinking, art of innovation and ability to work well. (Zelenski, Murphy and Jenkins, 2008). Academic environments and cultures or climates generally provide both socialising and reinforcing organisational messages about norms, values and expectations concerning research (Kuh and Whitt, 1998). The culture of the academic profession includes a series of primary academic values such as intellectual inquiry, academic freedom and faculty collaboration toward a community of scholars (Austin, 1992). The climate in the working area is a very important drive to positive productivity. The positive atmosphere that faculty members get from immediate colleagues on their campus, scholars and lecturers can sustain and develop new ideas. Faculty members can obtain reinforcement from their colleagues to continue their work. Good colleagues are sources of ideas, criticism and also provide pressure to do good work in the form of strong motivation to succeed (Blackburn and Lawrence, 1995).

The amount of colleague interaction stimulates individual involvement by offering opportunities for researchers to test ideas, share discoveries and reap the rewards of social interaction (Creswell, 1986). Bland and Buffin (1992) described twelve important organisational variables or cultural characteristics that positively influence faculty research productivity. Those variables consist of clear organisational goals, a research emphasis, distinctive research culture, a climate balancing between respect and intellectual jostling, assertive participative governance and a flat (decentralised) organisational structure.

The medical college of Wisconsin (2003) has investigated those attributes of staff which are recognised as being collegial habits within a highly effective faculty. These effective habits consist of:

(i)   associating and collaborating with distinguished colleagues in any discipline;

(ii) having a collegiate network which includes senior colleagues, peers, administrators and staff;

(iii) collaborating with colleagues on writing, teaching, research and/or administrative tasks;

(iv) regularly obtaining guidance and/or feedback from senior colleagues;

(v)   establishing regular contact with professional colleagues outside the institutions; and

(vi) borrowing resources that are pertinent to a new assignment.

The influence of environmental factors on the research productivity of librarians could be great. For instance, the productivity of a librarian who works among co-operating colleagues could be high (Amir and Sahibzada, 2010). Moreover, a librarian whose office is connected to the Internet could access the data bases of other information providers with ease and gets relevant information as quickly as possible. This could enhance the productivity of such a librarian. When a librarian is sure of constant power supply, he could use such opportunity to do extra work in the office. The productivity of such a librarian would under normal circumstance increase and vice-versa. In other words, conducive office environment could influence the productivity of academic librarians. Furthermore, natural daylight illumination and ventilation could optimise the productivity of an academic librarian more than a librarian who works in artificially lit office environment with little or no ventilation (Kaya, 1995, Luthans, 1998, Irons, 2006, Barton, 2007 Taiwo, 2009, Ramanathan, 2010).

Apart from environmental factors, demographic factors could also influence the research productivity of librarians. Demographic factors relate to the personal characteristics of academic librarians in colleges of education in Nigeria. Demographic factors in this study include: age, gender, work experience, educational qualifications and job status and the extent to which they influence the research productivity of the librarians in colleges of education in Nigeria. Any or all of the afore-stated demographic factors could influence the research productivity of the librarians.

For instance, age could be an impediment on the productivity of an old librarian. An old librarian might be desirous of acquiring new skills (on the use of ICT on information handling, storage and dissemination) in the digital age but age might constitute a barrier (Skirbekk, 2003, Goebel and Zwick, 2009,). Young librarians are most likely to learn and acquire such skills with ease due to their youthful ingenuity and strength. Moreover, young librarians might quit their jobs for greener pastures with little or no plan. Old librarians, however, would not be willing to take such hasty decisions. They would think of what they are likely to lose in their present establishment and what they are likely to gain in the sure or uncertain new job environment. Old librarians would therefore be more cautious, stay on their job, be steadfast and become more productive than young librarians. In addition, librarians that are in position of responsibility would not be expected to behave and act immaturely like new entrants into the profession.

Libraries are catalysts for human progress as they aid the development and transmission of knowledge, information and culture. The college libraries are established to provide literature support in line with the aims and objectives of their parent institutions. One of the criteria that is used by National Commission for Colleges of Education (NCCE) to accredit

10

colleges of education in Nigeria is the college library. The quality and the quantity of the literature and information services that are available and rendered in the college libraries could be part of the yard sticks for accrediting a college (Akintunde, 2004). Moreover, the viability and the credibility of the parent institutions are strengthened by the college libraries.

The librarians in the colleges are expected to provide professional services for overall actualisation of the mission statement of the parent institutions. They are supposed to be highly productive and dedicated to their job. High productivity would justify the essence for the continuous existence and relevance of the library as information providers in the face of global competitive information industry. For librarians to be productive, the college authority and the library management are supposed to provide an enabling environment that would optimise the productivity of librarians (Paul, 2002; Buckley, 2003; Brenner, 2004; Barton, 2007; Amir and Sahibzada, 2010; Ibegbulam, 2010).

Research productivity is the total research output compared with inputs (money, time, facilities, researchers' and team's efforts) within a specific period of time. It is the relationship between the outputs generated by a system and the inputs provided to create those outputs. It may also include the term efficiency and more importantly effectiveness, which measures the total output or results of performance. Research productivity is an outcome measurement of scholarly effort and has two components that are: knowledge creation (research) and knowledge distribution (productivity).

Research productivity can include research publication in professional journals and in conference proceedings, writing a book or chapter, gathering and analysing original evidence, obtaining research grants, carrying out editorial

11

duties, obtaining patents and licences, writing monographs, developing experimental designs, producing works of an artistic or creative nature, engaging in public debates and commentaries. Several institutions policy for promotion as well as their tenure and reward systems, is based on quantity and quality of research productivity, teaching and service. High status institutions place great emphasis on the relationship between research productivity and rewards. Research productivity is not only important as a route to academic promotion, it is also important for enhancing an institutions reputation and economic status. (Blackburn et al 1991).

Apart from meeting the criteria for tenure and promotion; research productivity comes with other attracted benefits which serve as motivators for librarians and other academics. Some of the benefits includes: study leave with pay; separate academic salary scale; journal allowances; conference attendance; research grant and sabbatical leave (Ochai, 1998). These benefits come with expectations which constitute the pains of the status. These expectations amongst other include: bachelor's degree; research and publication in recognised journals; and advanced degree (like masters and Ph.D degrees).

Librarians produce different types of publications and product's; including newsletters; journals; bulletins; fact sheets; reports; summaries; guides; videorecordings; conference proceedings; books; bibliometric technical reports etcetera. Different types of publications have different purposes and a different audience.

The publication requirement is an entirely new one for librarians in Nigeria. Previously, librarians had only three requirements for promotion which include: 2-4 years since last promotion; availability of vacancies; and certificatory performance. The benefits of publication notwithstanding,

12

librarians are motivated to engage in publication for various reasons. Ochai and Nedosa (1998) assert that publication is motivated by: eagerness or enthusiasm to publish; presence of enabling environment; and self perception of individual librarians with respect to their role. Such self-perception, according to Avemariautulu (2005), is a product of education and skills acquired in the early days of professional practice which also determine the ability to produce scholarly papers. One of the motivating factors for scholarly publications by librarians is the availability of other publications which contain the needed language for publication and how to use them.

The academic world is centred around the notion of publication as the basic means to disseminate results, foster interaction among communities and achieve international recognition (and career advancement). Publications are done in conferences or journals and are usually reviewd by a committee of experts also referred to as peers. Quality papers are then accepted for publication. Acceptance of papers for publications in conferences and journals have the following advantages. Through publication and review, papers are made known to colleagues, and the review process is supposed to ensure that the best papers are more visible, so that researchers know where to go if they want to read literature on certain topics. Moreover, having papers accepted at prestigious conferences and journals is a way to prove (in theory) that the work is valuable. Finally, publications and conference participation leads to exchange of ideas with colleagues and to networking (Ball, 2006).

Reviewing and acceptance of papers for publication are often bedeviled with some problems. The reviewing process at times kills good papers. The reviewing process is not easy and it is rarely done properly. The major problems that are associated with peer review process are itemised

below. One, it is difficult to judge the impact of a paper. Even smart people and great researchers have a hard time assessing whether a topic is interesting and relevant and likely to have an impact. Moreover, good papers are cut because of bad reviews. It is not unheard of to have a paper rejected by a conference and win the best paper award at the next one.

In addition, there are reviewers who are generally more negative and some that are more positive. It is often a matter of luck to a certain extent whether a good paper gets accepted. Furthermore, reviewing takes time and is not necessarily time that results in better papers. Reviewers, especially scrupulous ones, spend a lot of time doing reviews, and authors spend a lot of time adapting and tuning the paper not so much for the sake of making the best possible explanation but to please reviewers and the conference style. Finally, a common effect of this review process is that many conferences tend to accept very detailed papers result from very detailed studies, rather than more innovative and creative papers. (Rodriguez, Bollen, Sompel, 2006).

Nuturing of research productivity could serve as panacea to most of the probems that are associated with paper review. In a bid to nuture research productivity, the following steps are necessary. One, ideas and momentum for research must be established. Two, the researcher must establish comfort for himself. Three, he must make writing a socially skilled act. In addition, there are insightful habits into enhanced research productivity which include the following. One, productivity is enhanced by automaticity – a lack of self-consciousness that improves fluency. Two, productivity has no magic source. It is more a result of hard work and borrowing than of inspiration. Three, productivity depends on effective cognitive strategies, fluent researchers develop problem-solving strategies for figuring out how to complete projects and manuscripts. Finally, productivity in research

14

depends on networking. There are habits of social skills that correspond to productivity and success (Bolce, 1987).

Academic productivity can be gained from capacity building (ILO, 1999). Nigeria has yet to embark on creating data on productivity. Productivity measurement and records have been nearly the exclusive preserve of developed countries such as United State of America, Europe, some Asian and Latin American countries. The main intention for ranking world class universities is not so much the volume of teaching, student population, or community services; but research output.

Knowledge accumulation places the advanced countries at the top by their control of social and human capital formation, economic development and improved living conditions (Sabo, 2005). Certo (1998) posits that one index for measuring research output is the number and quality of published works by Nigerians in international journals and by the world distribution of active serial titles emanating from the universities which contribute to the generation, dissemination and application of scientific knowledge for development in Nigeria and beyond.

A gradual decline in research output in higher education became noticeable in the late 1980s. Summarising the factors that contributed to this decline from the late 1988 to 1996, and subsequent collapse from 1997 to date, Okebukola (2002) lists the following: lack of research skills in modern methods; lack of equipment for carrying out state-of-the art research; over loaded teaching and administration schedules which leave little time for research; difficulty in accessing research funds; and diminishing ability of seasoned and senior researchers to mentor junior researchers due to brain drain. Adomi and Mordi (2003) discovered in their findings that research productivity of some librarians in Nigerian Universities was low.

The importance of publication in the growth and development of the library profession cannot be overemphasised. It is essential for problem-solving, leading to dynamism in library services as a response to changing times and environment. Stressing the importance of research, Powell, Barker and Mika (2002) assert its role in problem-solving and decision-making; and making librarians critical consumers of the research literature, allowing them to provide information services to researchers in other fields. Boaduo and Babitseng (2007) note that research has always been the main approach to problem solving by professions. Aina (2004) observes that while research and publication are needed for expanding the frontier of librarianship and for finding solutions to problems emanating from its practice, it also benefits librarians.

One of the major criteria that are used in appointing and promoting the faculty, including librarians in colleges of education in Nigeria is research productivity. Academic qualification(s); participation in staff development programmes like workshops/seminars and conferences; good establishment record; contribution to the departmental, college and professional growth; and evidence of research publication are some of the criteria that are used in promoting academic staff including librarians in colleges of education in Nigeria. Of all the conditions listed for the promotion of the faculty in colleges of education in Nigeria, the dominant requirement is research publication (Handbook on Appointment and Promotion of Academic Staff: FCE, Kotangora,2012;FCE,Osiele,2012,SPED,Oyo2012,COE,Minn a,2013,EACOED, Oyo,2013).

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 productivity of individual librarians.

16

Studies have been carried out on workers satisfaction and productivity, workers motivation and productivity. These studies measured the productivity of librarians on group basis. Not much work has been done on job satisfaction and research productivity of librarians in Nigerian universities. Moreover, the university environment where very few studies have been done 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 productivity of librarians. For instance, librarians in universities enjoy better research funding than their colleagues in colleges of education.

Moreover, the academic environment in the university library is a bit different from that of the college of education. These factors could influence the research productivity of the librarians. The study was used to fill such identified gaps in the literature that could influence the research productivity of the librarians. The study, therefore, examined job motivation, demographic and environmental factors as influencing factors on the research productivity of librarians in colleges of education in Nigeria.

1.2. Statement of the Problem

Librarians in colleges of education in Nigeria are academic staff who amongst other duties are expected to conduct research, disseminate their findings as well as carry out administrative duties. One of the major prerequisites for promoting the librarians in colleges of education in Nigeria is research productivity (ACRL and ALA, 2001; Handbook on Appointment and Promotion of Academic Staff; FCE, Kotangora, 2012, FCE, Osiele, 2012, SPED, Oyo, 2012, EACOED, Oyo, 2013). Moreover, research productivity promotes advancement and recognition for librarians and librarians who conduct research have a more effective relationship with other faculty (Montanelli and Stenstrom,

1986]. Similarly, academic librarians publish to meet the promotion and tenure demands of their institution to gain faculty status (Buttlar, 1991 and Mularski and Bradigan, 1991). Despite the benefits of publications to librarians some of them do not conduct enough research and publication. (Powell, 1997; Ononhwakpor and Tiemo, 2006).

The low research productivity of some of these librarians could have been due to any or a group of the following highlighted factors. One., low research productivity could have been due to lack of research fund, poor work condition and non-availability of resources for research. (Blick, 1984, Hart, 1999, Sedikadiwa, 2005). Two, lack of attractive job motivation that dampened the morale of the librarians (Mabawonku, 2005). Three, the difficulty of writing acceptable papers that might go through some stringent peer review procedure (Onohwakpor and Tiemo, 2006). Four, lack of collaboration with research-active mentors or peers. Five, poor technological facilities in the work environment in form of disabled internet facilities, epileptic public power supply. Six, unconducive office environment and nature of librarians job that gave little or no allowance for research publication (Swisher, 1986 and Moah, 2007). Seven, lack of publishing skills due to inadequate formal training and other staff development programmes (Ocahi & Nedosa 1998, Powell, 2002, Avemariautulu, 2005, Moahi, 2007). Eight, lack of work or research experience. Finally, position of responsibility could have impacted negatively on research productivity of some of the librarians.

The study, therefore, examined job motivation, demographic and environmental factors as influencing factors on the research productivity of librarians in colleges of education in Nigeria.

1.3 Objectives of the Study

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

1. determine the research productivity of librarians in colleges of education in Nigeria;

2. ascertain if job motivation influences the research productivity of the librarians in colleges of education in Nigeria;

3. ascertain if staff development influences the research productivity of the librarians in colleges of education in Nigeria;

4. determine if demographic factors influence the research productivity of librarians in colleges of education in Nigeria and;

5. determine if environmental factors influence the research productivity of the librarians in colleges of education in Nigeria.

1.4. Research Questions

To achieve the foregoing objectives, the following research questions were posed and answered in this study:

1. How productive are librarians in colleges of education in Nigeria in terms of research productivity?

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

3. To what extent will conducive office environment influence the research productivity of librarians in colleges of education in Nigeria?

1.5. Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

H_{01}: Work experience will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

19

H$_{02}$: Job status will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

H$_{03}$: Gender will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

Ho4 Age will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

H$_{05}$: Public power supply will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

Ho$_6$: Internet connectivity will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

H$_{07}$: Collaboration with colleagues will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

H$_{o8}$: Participation in staff development will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

H$_{09}$: Educational qualifications of the librarians will not significantly influence the research productivity librarians in colleges of education in Nigeria.

H$_{010}$: Ownership of the institution will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

H$_{011}$: Librarian related variables (job motivation, age, years of work experience, educational qualifications, job status) environmental factors (physical and social) training programmes and collaboration with colleagues will not have significant joint and individual influence on the research productivity of librarians in colleges of education in Nigeria.

1.6 Scope of the Study

The study covered all the public colleges of education in Nigeria and all the librarians that are found in these institutions. The study as well covered the extent to which

20

librarians are productive in terms of research productivity. It has well covered the extent to which job motivation, staff training programmes, demographic and environmental factors influenced the research productivity of librarians in public colleges of education in Nigeria.

The researcher decided to exclude private Colleges of Education from the study for the following reasons. One, private colleges of education have different promotion policies that vary from one institution to another. Moreover, private colleges of education unlike public colleges of education in Nigeria do not have common labour policy that could influence the research productivity of the librarians. Furthermore, librarians in private colleges of education could be subjected to other criteria (varying from one institution to another institution) apart from publications output before they could be promoted. In addition, most public colleges of education in Nigeria have substantial infrastructural facilities which the private colleges do not have.

Finally, majority of the private colleges of education in Nigeria are just coming up. They are still at the learning stage. Many of them do not have a single qualified librarian. This was revealed in a pilot study carried out by the researcher to some private colleges of education in Nigeria. Therefore, private colleges of education in Nigeria are exempted from the study because most of the public colleges of education libraries in Nigeria have better infrastructural facilities and qualified professional personnel (librarians) than private colleges of education.

1.7   Significance of the Study

The study is significant for the following reasons. If the outcomes of the study are implemented, the college authority and the library management would be able to identify what could motivate the librarians, accord importance to such with a view of enjoying the services of the librarian. In addition, if

the outcomes of the study are implemented in the era of global economic recession, it would help the college authority to recruit and retain only productive librarians. There is no room for redundant and idle librarians. College authorities would want to employ only librarians that would benefit the college in terms of input/output cost analysis. Furthermore, high research productivity on the part of librarians is a way of helping the college authority to fulfill the objectives for which the college and the library were established.

The study is equally significant because if its outcomes are implemented, it would help the college authorities to do everything possible to make the librarians happy on the job; since only happy workers under normal circumstances are productive workers. When the librarians are happy, the college authorities would enjoy their services in form of high research productivity and profitability. Moreover, librarians that are productive in terms of research publication could become assets in any organisation that they are found. In the age of global economic recession coupled with stiff competition for survival of the fittest, in the information market, productive librarians could become more marketable anywhere. With high productivity comes novelty, innovation and creativity, which would make productive librarians indispensable within and outside the college environment. Productive librarians through quality services would be able to justify the essence of their employability and continuous retention on the job.

Similarly, if the outcomes of the study are implemented college authorities would liberalise promotion policies that border on the research productivity of librarians to avoid job frustration. They would be willing to give priority to policies that engender high research productivity of the librarians. This is in relation to publications output vis-à-vis promotion criteria. Through quality research outputs

(intellectual outputs) of academic librarians, the frontier of knowledge of the profession could be extended. Similarly, the credibility of librarianship as a profession could be strengthened through quality research and publications output of librarians. Furthermore, other researchers and the entire members of the college of education academic community would benefit maximally from the research outputs (intellectual productivity) of research productive librarians. Moreover, the problems that are usually associated with researches due to dearth of relevant information materials would be solved to a great extent. This is because the researchers might find these research outputs useful thereby embarking on researches with ease.

Finally, studies on job motivation and the publication output of librarians in colleges of education in Nigeria have not been given due attention in the literature. The study is an attempt to throw more light on what motivate the librarians in the college environment. Research on service delivery of academic librarians is prominent in the literature but very few on research output of the librarian. The study is expected to fill this gap.

1.8   Operational Definition of Terms

The following terms are defined as used in the context of the study for the purpose of clarity and precision

Academic Libraries: This refers to libraries that are established in universities, polytechnics and colleges of education and other tertiary institutions.

Demographic Factors: This refers to variables such as: age, gender, educational qualifications, years of work experience and job status; and their influence on the research productivity of librarians in colleges of education in Nigeria.

Environmental Factors: This refers to the physical, social and technological conditions that are found in the work place

which could influence directly or indirectly the research productivity of librarians. Environmental factors include: collaboration with colleagues, internet connectivity, power supply, lighting, office furniture and convenient accommodation.

Influence: This refers to the effect or affective tendencies of job motivation, demographic and environmental factors on the research productivity of librarians.

Job Motivation: This refers to the reward and recognition system that are employed by college authorities to maintain positive and high morale in the librarians with a view to retaining them and with the ultimate aim of enhancing their research productivity on the job.

Job Status: This refers to the rank or the position of responsibility that the librarian occupies in the college of education library.

Library Management: This refers to the chief librarian and other leadership of the college of education library that are saddled with the administrative responsibility of the library. They are supposed to possess the skill and the knowledge to serve the diverse needs of the library patrons. They are to cope with budget challenges, advocate for library services, manage emerging technologies in terms of updating policies and staff training.

Participation in Staff Development: This refers to all professional developmental activities that academic librarians are engaged in with a view to boosting their research productivity, performance and profitability. It comes in different ways like: on-the-job training; continuous professional development (CPD); conferences; seminars; capacity building workshops; study leave; off – the job techniques; and orientations.

Research Productivity: This refers to the research and publications output of each librarian. It is the ratio of input to output per librarian.

Work Experience: This refers to the aggregate (the cumulative) experience (exposure) that the librarians have on the job.