RELATIONSHIP BETWEEN STAFF MOTIVATION AND SERVICE DELIVERY IN LIBRARIES OF HIGHER EDUCATION IN RIVERS STATE, NIGERIA

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Abstract

Purpose: This article is on staff motivation as basis for capacity development and service delivery in libraries of higher institution in Rivers State and examines the relationship between staff motivation and service delivery in higher institution in Rivers State. It also identifies the factors militating against staff motivation and service delivery in higher institution in Rivers State.

Methodology/Approach: Two research questions guided the study. Correlational study research design was adopted for the study with two (2) research questions and one (1) hypothesis tested at 0.05 level of significance. The population of three hundred and sixty-two (362) was used comprising of library staff in higher institutions in Rivers States. The entire three hundred and sixty-two hundred and twenty (362) respondents were used because it was sizeable for work. A rating scale made by the researcher was used for data collection. The reliability was established through a test re-test method using Crombach Alpha Coefficient at 0.816. Descriptive statistics was used to answer research question two while Pearson Product Moment Coefficient was for research question one and the testing of the hypothesis at 0.05 level of significance.

Findings: The findings from the study showed that a strong positive and significant relationship between motivation and service delivery in the libraries of higher institutions in Rivers State.

Originality/value: Based on the findings, the study recommends that training, financial and non-financial incentives and good policy should be used to motivate staff to ensure high performance and service delivery of higher institutions in Rivers State.

Keywords: Motivation, Service delivery, Capacity development, Higher education, Relationship, Rivers State, Nigeria.

Paper type: Empirical

Introduction

Since tertiary institutions are more or less at the apex of training high level manpower for the nation, the library found in this institution has a major role to play if this mandate should be achieved. Therefore, academic library is an important agent in the pursuit of academic excellence in higher institution and for the nation. Its main goal is to support the objectives of the host institution, which have to do with teaching, learning and research using the services available. The extent, to which the institution is able to carry out this laudable objective, portrays how well the institution's library has been supportive to the institution in the provision of all the essential information resources and services. This puts the academic library at the centre of academic excellence in the academic system and the nation building. However, its centrality can never be achieved without the library staff motivation. For the laudable objectives of teaching, learning and research to be attained, there is need for staff motivation in the library. This is because the success or failure of any organization, particularly academic libraries, depends on the capacity development and motivation of the staff. Capacity development is the strategy or an action taken by an organization (academic library) to ensure success with its available resources. Morin (2018) gives a definition of capacity development as the ability to achieve

organizational mission in an effective manner. Oduagwu (2006) states that staff capacity development is a programme designed to educate, train and increase the knowledge and skills of the staff so that they can go beyond their present position. The end result is to increase the workers' skill and productivity which in turn has a tremendous impact on the efficient and effective services delivery of the organization. It must be noted that no organization can exist and perform to its optimal level in service delivery, image making and productivity without staff capacity development. The major strategy used in achieving staff capacity development is motivation. This paper describes the concept of motivation, its strategies and service delivery.

Objective of the Study

The following objectives are set for the study:

1. To find out the relationship between motivation and service delivery in higher institutions in Rivers State.
2. To identify the factors militating against motivation as a strategy for capacity development in higher institutions in Rivers State.

Hypotheses of the study

The null hypothesis was formulated for the study:

HO: There is no statistically significant relationship between motivation and

Literature Review

In an organaisation, the assumption of motivation is a factor that cannot be overlooked if there shall be sustainability and high level performance in the institution and the nation economy. According to Robinson (2014) motivation can be intrinsic or extrinsic. Intrinsic motivation is very important because it consist the inner need or drive within the organism, the in-built or innate in the worker to perform excellently in the work place and the satisfaction derivable from accomplishing a certain task successfully. While the extrinsic type comprises the external factors influencing the organism, encouragement from the employer in form of pay, promotion etc and these enhance proper service delivery in an organization. Organizations no matter their size

(small, medium or large) and nature (formal or informal) consist mainly of materials, money, methods, men and market Mckay (2014). In other words, capital, equipment and men have been identified as the basic factors of production in all organizations. However, of all these resources, the human resources (or personnel) have been identified as the most important (Author and Associates, 2015). The degree of importance can be better appreciated if it is view from its perspective as an organization's life-wire — as it is the human elements that move the organization in the direction of meeting the societal needs. One can posit therefore, that the most critical resources in all sectors of the economy is its manpower. Therefore, the human factor is indisputably acknowledged as a critical factor in the development of any action. This is because the human resources constitute the ultimate basis for the wealth of nations rather than capital income or material resources, which are passive factors of production. Human beings are the active agents who accumulate capital, exploit natural resources, build social, economic and political organizations for the development of its citizenry.

Motivation is a causative, incentive and drive, according to Webster's Comprehensive Dictionary (2013), it is used of psychological or other social science concept and technique… the conscious or subliminal of behaviour, and motive that leads to a favourable response. Radical (2014) opines that motivation is the process of boosting the morale of employee to encourage them to willingly give to their best in accomplishing assigned tasks. Staff motivation is paramount for an optimum performance in any organization. Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues in the course of action already initiated. Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organizations objectives. It is something that moves a person into action and

continues him in the course of action enthusiastically.

Motivation is a complex phenomenon, which is influenced by individual, cultural, ethnic and historical factors. Deci and Ryan (2013) defined motivation as "a series of energizing forces that originate both within and beyond an individual self. These forces determine the person's behaviors and therefore, influence his/her productivity. Tucker & Charles, (2014), posit that people who are motivated use a greater effort to perform a job than those who are not motivated. In other words, this means that all thinkable factors of physical or psychological aspects that we interact with, leads to a reaction within our self or of the entire organization. According to Maslow (1943) says that motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20th century that to motivate employees, there are more factors than just money. In the same view, employees' satisfaction with their job is an important indicator for a good job performance where happy employees are productive. To them, motivation is a psychological factor and is affected by the workers' mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled, if these needs are lacking, a person's self-esteem and self-actualization might not develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation. Stoner (2014) opines that to motivate workers to perform their jobs successfully, managers of establishments or organizations should at their disposal have a system of wage incentives. The author further states that motivational tool was based on the assumption that workers were essentially lazy and could be motivated only with the promise of financial reward. When this is produced, the workers become efficient and the productivity will be very much enhanced. According to Fashina (2015), motivation is aimed at raising job performance and can only be achieved when motivational process is in-built into an organization. The author further states that implementation of the motivational process involves the creation of environment that is friendly which will however benefit both the workers and the organization.

Most institutions and organizations strive to improve the quality of service and performance of their products, service, internal or external operations. The reason for this can vary depending on the goals of the business or the organization. Important goals could be to ensure a firm and stable work environment to promote good work performance. The competition between institutions and organizations can be a difficult task, making it difficult to reach higher goals and development (Arnold, 2013). Employees are motivated to render quality service and effectiveness which means that motivation is a key factor for progress within an institution or organization. A profound knowledge of motivation and its meaning is therefore essential for success of the institutions. Motivating employees is essential for the achievement of organizational goals.

It has been commonly assumed that public sector organizations are more likely to employ individuals whose values and needs are in consistent with the public mission of the organization (Bodiner, 2014). Charged with promoting general social welfare, as well as the protection of society and every individual in it, public organizations often have missions with broader scope and more profound impact than organizations in the private sector.

Based on this fact, it has been noted that for there to be an increase in workers' productivity and high service delivery in library and other organizations the management should provide a suitable, sustainable and motivational input in order to encourage the workers and make them put in the best they have for better productivity. The issue of motivation in an organization should be one of the major areas where management should lay emphasis because where there is a good motivational incentive in terms of good working environment: sense of belonging, good salary package, supportive policies, training workshop

and promotion, there is a very high tendency that productivity of staff will rise to its climax in such organization in terms of performance and service delivery. It is therefore very necessary that library staff should be motivated adequately so as to put in their best and perform their jobs satisfactorily and efficiently thereby promoting the image of the organization and the nation.

Service delivery

Service delivery is a major need for any organization; it is a process of getting services done as effectively and quickly as possible to intended recipients. According to reference.com, (2018); service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. Good service delivery provides clients with an increase in value. The paper is of the view that academic libraries in Rivers State should as a matter of urgency key into effective staff capacity development through motivation and ensure that all logistics to its sustainability and growth are put in place. As a matter of fact, adequate motivation of staff makes for more productivity and service delivery in institutions in Rivers State especially in this 21st century.

Motivational Strategies/ Constraints

Welfare packages

The welfare of staff within an organization should be an abiding preoccupation of the establishment. Staff emoluments must be paid as at when due in order to maintain morale. Apart from salaries and wages, there are other benefits that constitute what is generally referred as Staff welfare package. They include Health, Insurance, life and social insurance, pension entitlements in addition to other fringe benefits like housing and car loans, children education grants, leave allowances, etc. It will be recalled that this perquisites and fringe benefits used to be an integral path of" Staff earnings" of both civil servant and teaching staff of all cadre but in particular those of tertiary institutions. The earned allowance which has raised much dust in the country for some time now ought not to be in a nation where the

concern for the staff is considered. These have weakened efficiency among the staff and also led to brain drain in our higher institutions, some of the staff sort for greener pasture outside the country where these incentives are provided.

Institutional Policy

This is a set of the principles guiding the decision making of the institution. It provides a framework against which proposal or directives can be tested and progress measured (Mutongi and Marume 2016). Staff empowerment policy should be implemented. It is pertinent also to review institutional policies so that they meet up with changes—environmental, organizational, and individuals. Where motivational policies are in place there is always a continuous training and retraining of staff which impact positively on the organization, staff and the nation at large. And where it is otherwise it leads to inefficiency among the staff which impact negatively to the organisation.

Staff Development

Human resources development and re-skilling is another package or constraint that face our economy today. The traditional knowledge is not enough, we need new skill, especially in this 21st century the age of computer. The initial training is not enough at this era so all categories of staff should be subjected to training and retraining. This will bring about sustainability and growth in our educational system but where this is absent leads to obsolesce and backwardness

Fund or Finance

The financial state of the country especially in library operations have made the purchase of modern equipment difficult and this has affected the productivity of the library operation. Where adequate finance is made available in our library, it will enable the purchase of current and better equipment which will invariably effect the performance of the staff and the growth of the system. The information need of the patron will be provided thereby reducing malpractices and other vices associated with lack of informational/ educational materials.

Lack of Technology

Very few libraries are automated in the country, so it is difficult to carry out library operations through the online process. Information Communication Technology which is based on online is absent in most of our libraries, this has affected their operations. Where ICT is provided it will enhance referencing, retrieval, cataloguing, cooperation, information accessibility and dissemination.

Benefits of motivation

The following are the benefits of motivation to organization as outlined by Susan (2014) that motivation Increases Productivity through increased employee's skills and interest. When workers' skills are increased, it leads to increased quantity and quality of output in an organization. Again, attitude formation is an important aim of motivation in an organization, molding of employee attitude as so to win his support for the company's activities and to obtain from him better cooperation and greater loyalty. Moreover, Halepota (2015) agrees with the author that proper and adequate motivation of employees reduce the need to close supervision by their supervisor because trained personnel can quite perform assignments successfully on their own than untrained employees. The author continues that motivation is not meant for new employees alone but also to old and experienced employees. Motivation can help prevent employee obsolescence which results from the discrepancy between an employee' expertise and the demand of his job. In addition, motivation helps organization flexibility refers to ability of an organization to adjust to short-run variations in the volume of work. In that same vein, employees acquire new knowledge and job skills, they tend to increase their market value and earning power.

Attitude of Stakeholders/Leadership

Leadership should be fair in treating of the employee in their programmes, they should avoid partiality in the assignment of tasks and rewards.

Methodology

The research adopted the correlational design. This is because this method enables the researcher to establish the relationship between two variables that is motivation as a strategy for capacity development and its relationship with service delivery in higher institutions libraries in Rivers State. This research design according to Nwankwo (2013) is used in a situation where the researcher seeks to establish relationship between two or more variables and data from such variable are in ratio or interval scale.

The population of the study was three hundred and sixty-two (362) library staff of the listed higher institutions in Rivers State. This population comprises of 134 from University of Port Harcourt, 54 from Rivers State University, 36 from Ignatius Ajuru University of Education, 30 from Elechi Amadi Polytecchnic Port Harcourt, 29 from Ken Saro Wiwa Polytechnic, Bori, 19 from Oil and Gas Polytechnic, Bonny, 29 from College of Education (Technical), Omoku, 15 from College of Health Technology. Rumueme and 16 from School of Nursing, Rumueme. The entire three hundred and sixty-two (362) staff was used for the study because the number is sizable. No sampling technique was used. The instrument used for data collection in this study is the rating scale. The reliability of the instrument was established through a test re-test method and reliability of 0.816 was established.

Results

The results of the findings of this study are thus presented

Research Question 1: What is the Relationship between motivation and service delivery in higher institutions in Rivers State?

Table 1: Relationship between motivation and service delivery in higher institutions in Rivers State

Variables	Mean	SD	N	r
Motivation	6.798	3.689	362	0.750
Service delivery	15.401	3.226		

The table above shows the results of data obtained from respondents on the degree of motivation in higher institutions in Rivers State as well as its relationship to service delivery of staff. To answer the research question; the result shows that there is a positive and strong (r= 0.750) relationship between motivation and service delivery in higher institutions. The mean score for motivation is 6.798 and standard deviation of 3.689 while that of service delivery is mean 15.401 and standard deviation of 3.226.

Research Question 2: What are the problems militating against staff capacity development in higher institutions in Rivers State?

Table 2: Mean score and standard deviation scores obtained for staff responses in the factors militating Nagainst motivation.

S/No	Items	VO	O	S	R	n	Mean	SD	Decision
1	Inadequate provision of fund for training	141 (39.0%)	79 (21.8%)	42 (11.6%)	100 (27.6%)	362	2.72	1.24	Accepted
2	Poor Management Attitude	148 (40.9%)	81 (22.4%)	65 (18.0%)	68 (18.8%)	362	2.85	1.15	Accepted
3	Weak policies	191 (52.8%)	124 (34.3%)	27 (7.5%)	20 (5.5%)	362	3.34	0.84	Accepted
4	Inadequate staff training.	180 (49.7%)	121 (33.4%)	37 (10.2%)	24 (6.6%)	362	3.26	0.89	Accepted
5	Irregular or inadequate payment of allowances	121 (33.4%)	36 (9.9%)	120 (33.1%)	85 (23.5%)	362	2.53	1.18	Accepted
6	Corrupt practices.	236 (65.2%)	93 (25.7%)	18 (5.0%)	15 (4.1%)	362	3.52	0.77	Accepted
	Grand Mean						3.04	1.01	Accepted

The table above shows the results of data obtained from respondents on the problems militating against motivation in higher institutions in Rivers State. However, majority of the respondents agree to items 1-6, with their mean scores greater than or equal to the criterion mean (2.5), while just few of the respondents disagreed to the items. The grand mean of 3.039 implies that; inadequate provisions of fund for training, poor management attitude, weak policies, inadequate staff training, inadequate staff motivation, and corrupt practices to a high extent militate against staff motivation as a means of capacity development in higher institutions in Rivers State.

Hypothesis: There is no significant relationship between motivation and service delivery in higher institutions in Rivers State

Table 3: Relationship between motivation and service delivery in higher institutions in Rivers State

Variables	Mean	SD	N	r	α	P-value	Decision
Motivation	16.798	3.689	362	0.750	0.055555	0.000	Sig.

Service delivery	15.401	3.226

Sig. – Significant

The table above shows the results of data obtained from respondents on the degree of motivation in higher institutions in Rivers State as well as its relationship service delivery of staff. To test the hypothesis; result shows that there is significant relationship between mentoring and service delivery in higher institutions in Rivers State (p= 0.000, P< 0.05). Therefore, null hypothesis four is rejected at 0.05 level of significance. Since p = .000 which is less than the chosen alpha (0.05) level of significance, the null hypothesis rejected and the alternative hypothesis accepted.

Summary of Findings

The findings of this study are summarized as follows:

1. There is a strong positive relationship between motivation and service delivery in higher institutions in Rivers State and the relationship is significant
2. Inadequate provisions of fund for training, poor management attitude, weak policies, inadequate staff training, irregular and inadequate payment of allowances, and corrupt practices to a high extent militate against motivation as a strategy for staff capacity development in higher institutions in Rivers State.

Discussion of Findings

The results presented in the previous session are discussed below.

Relationship between Motivation and Staff Service Delivery in Libraries of Higher Institutions in Rivers State

There is significant relationship between motivation and service delivery in higher institutions in Rivers State. Motivation which obtained correlation coefficient value of 0.750 has a strong positive impact on the service delivery of staff in libraries of higher institutions in Rivers State. The result shows that there are adequate motivation programmes or strategies such as salaries, transport allowances put in place in the libraries of higher institutions in Rivers State. As a result of this strong level of motivation showed in the result therefore, the service delivery is enhanced and is a good driver of capacity development in this institution. This of course is due to the obvious fact that, when staff get motivated adequately through such things as incentives, due payment of salaries and so on, they are psychologically moved to perform well than when they are not. This is in agreement with the writings of Eric (2015) and Magara (2010) which state that motivation greatly improves the effectiveness of staff performance or service delivery within an organization. In the same view Stoner (2014), commitment is therefore a product of motivation, which means workers will exert more effort, when their efforts will help them meet some personal needs. This finding is also in line with Okoro (2007) that efficiency and adequacy in library services delivery will not only enhance teaching and study, but equally a conducive ground for research and continual extension of knowledge through the human race. The implication of the result is that there are adequate motivation strategies in these institutions which might have affected its service delivery. And that the management should continue on this and also make provisions for more and modern equipment especially in this era of ICT.

Implication of the Study

The study findings presented show that motivation is a strategy for capacity development as it generally influenced positive effects on both staff and organizational performance/service delivery.

From the research findings, it can be concluded that the success of an organization depends on the effort of the employee.

Recommendations

The researcher made some recommendations as listed below:

1. Effective and good employee incentives schemes should be designed to include a

mix of both financial and non-financial incentives.

2. Government should provide adequate grants for development and maintenance of library and its staff through good institutional policies.

Conclusion

It is of clarity that as organizations develop their core competences and included them in the organizational business objectives, the operational processes that include motivational strategies are important in the delivery of the organization's core functions and objectives. The presence of motivational strategies contributes to employees' stability, smoother operations and enhanced organizational service delivery and sustainability.

More so, the importance of capacity development strategies in the performance of employees cannot be over emphasized especially when it comes to being trained to improve their work efficiency and the organizations' productivity. Service delivery can be improved by training, skill acquisition, mentorship. and other organizations capacity variables.

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