Staff Motivation in Niger Delta University Library

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Abstract

Purpose *– The study aims to examine staff motivation in Niger Delta University, Wilberforce Island, Bayelsa state, Nigeria. The main objective of the study was to ascertain staff awareness of motivation policy in the university, identify the kinds of motivation available to the staff and to ascertain the level of satisfaction or dissatisfaction with the condition of service in the university library.*

Design/methodology/approach *– The study adopted descriptive survey. The population of the study comprises all the 126 library staff in Niger Delta University. A questionnaire was used to elicit data from the respondents. Data collected was analyzed using descriptive statistics such as mean, frequency and percentage. Item with mean score of 2.50 and above were regarded as agreed while, mean score less than 2.50 was interpreted as disagreed*

Findings *– The findings revealed that majority of the staff were not aware of the University motivation policy, the staffs were motivated with payment of medical claims, regular annual increment and promotion and study leave/fellowship with pay. It also reveals that the staff were satisfied with the condition of service in the library. The finding also revealed suggestions made to improve motivation in the library.*

Practical implications *–The study was the first of its kind to be out carried in a university library, as a result this might be limited in term of generalization. However, the study is very useful in solving staff motivation issues in private and public institutions.*

Originality/value *– The study reveals the position of staff motivation in the university library. The paper will serves as a working document for management of the universities and libraries' management to properly educate their staff of their motivation policies.*

Keywords: *Staff motivation, Motivation policy, Rewards, University condition of service, Motivation theories.*

Paper type: *Research paper*

Introduction

Libraries are service providing institutions. To achieve and sustain this core mission, library administrators need to understand the dynamism of library administration and information needs of users. It is very clear to us as practicing librarians that the administration of libraries evolves with the changes in the information environment and the dynamic needs of the library users. In university libraries, the desire to achieve optimal level of service delivery is very paramount to the university librarians and other professional and supporting staff in the library. Experience shows that a well articulated library policies, staff motivation and staff working environment are some basic strategies adopted by library managers to meet the dynamic and sophisticated information needs of users and as well achieve high job performance. In this regard, library administrators are to look inward on how to provide the best incentives to their staff to encourage and motivation them to put in their best of services to justify the existence of the libraries and as well justify their equal share of budgetary allocation from their parent institutions.

There is no gain saying that in the present competitive information age, motivation is a key to the success of any library particularly the academic libraries and other research libraries. In his contribution, Cole (2004) stated that motivation is an effective instrument in the hand of manager for inspiring the work force and creating confidence in it. Organisations usually expect their employees to follow their rules and regulations to perform tasks assigned to them in line with the standards of the organizations, while on the other hand, employees also expect good working condition, fair pay, fair treatment, secure career, power and involvement

in decision making (Khan, Farooq & Ullah, 2010). The authors further stated that organisational goals are directly proportional to the personal goal of an individual and that organisational productivity can be increase if employees are self-motivated rather than being directed. This is particularly true of service organisation such as libraries (Okojie, 2009). According to Page (2008) as cited in Seniwoliba & Nchorbono (2013) one strategy for reaching higher goal and development is motivation. Employees are motivated to render quality service and effective services which means that motivation is a key factor for progress within an institution or organisation. A profound knowledge of motivation and its meaning is therefore essential for success of the institution (Seniwoliba & Nchorbono).

Objective of the Study

This study is set out to achieve the following objective

1. To ascertain the staff awareness of motivation policy in the Niger Delta University.
2. To identify job motivational factors available to Niger Delta University Library staff.
3. To assess the staff level of satisfaction and dissatisfaction with the condition of services in the University.
4. To suggest ways of improving motivation in NDU Library in order to reduce absenteeism and increase job performance among the library staff.

Research Questions

1. What extent are the staffs aware of reward or motivation policy in NDU?
2. What are the job motivational factors available to in NDU library staff?
3. To what extend are the staffs satisfied with the library condition services?
4. To what extend are staff dissatisfied with library condition services?
5. In what way can motivation be improved upon in order to reduce absenteeism and increase job performance among the library staff?

Literature Review

The concept of motivation

Buberwa (2015) defined motivation as situation of willingness of an employee to contribute high levels of effort towards his/her work,

conditioned by the capacity of the effort to satisfy the employee's personal needs as well as her/his personal environment. Similarly, Gordon & Willits (2001) as cited in Iwu (2011) defined motivation as an inner state of mind that caused a person to behave in a way that endures him to the accomplishment of stated goals. The authors further stated that motivation is not manipulation of people but understanding of needs, wages which promote people to do things. In their contribution, Nelson & Quick (2003) cited in Mohammed & Abdullahi (2011) described "motivation as the process of arousing and sustaining goal directed behaviours. According to Dubrin (2002) it is something that puts someone to action and continues him in the course of action. Similarly, Shah & Shah (2010) also described motivation as inspiring people to work, individually or group in such a way as to produce best results; it is the will to act. The authors further stated that motivation is a general term applied to the entire class of drives, desire, needs, wished and similar. They noted that to say that managers motivated their subordinates is to say that they drives and induces the subordinates to act in a desired manner. According to Brain (2014) there are four factors that exist in every organisation and determine the levels of motivation of staff, whether positive or negative. These factors include: leadership style, the reward system, the organisation climate and the structure of the work. According to Brain, each of these ingredients can be changed in a positive way, usually when a new leader replaces a leader whose management style has not been conducive to be bringing out the very best in each person.

Types of Motivation

There are basically two types of motivation, extrinsic and intrinsic motivation. This section of the paper briefly discussed the two types of motivation.

Extrinsic Motivation

Extrinsic motivation is induced by external factors which are primarily financial in nature. These incentives and reward has been a subject of debate, whether they really motivate the employees or simply move them to work. According to Ryan & Deci (2000) cited in Iwu (2011), the term, "extrinsic motivation" is the attainment of a separable outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order

to receive the reward. In other words, rewards motivate people to get rewards.

Intrinsic motivation

This type of motivation involves the performance of an activity for the inherent satisfaction of the activity. Intrinsic motivation is personal, "internal" responses, such as satisfaction or pride in an accomplishment. Intrinsic motivation is synonymous with a desire to work hard solely for the pleasure of task accomplishment. According to Mallaiah & Yadapadithaya (2009) as cited in Iwu (2011), "compliments, public recognition, and professional opportunities are motivators and can be as effective as extrinsic rewards such as monetary reward and gifts. Intrinsic motivation results from an individual's need to be competent and self-determined irrespective of possible external rewards.

Theories of motivation

Several theories have been propounded to examine the factors that contribute to employee motivation in an organisation. These theories provide explanation to the reasons why employees are motivated. Experience shows that motivation theories are generally classified into two: content and job theories. Content theories which try to explain why people are motivated in different ways and in different work setting, while job content theories maintain that only aspect related to job content satisfy and motivate people to work in an organisation.

Abraham Maslow's Need Hierarchy Theory

Maslow (1943) a psychologist propounded Need hierarchy theory. Maslow ranked human need in order from the lowest to the highest need. He hypothesized the needs to include: physiological, safety, social, esteem, and self-actualisation. He placed them in a framework referred to as the hierarchy of needs because of the different level of importance. Maslow state that, all needs are unsatisfied at a particular time, satisfaction of the predominant need is most pressing. Those that come first must be satisfied before a higher level need comes into play (Seniwoliba & Nchorbono, 2013).

Figure 1: Masclow's Need Hierarchy

Source: Adopted from Seniwoliba & Nchorbono, 2013

Physiological needs

The basic physical needs for sustaining the human life. For example food, water, sleep, medicine, education etc.

Safety needs

To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.

Social needs

Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders

Esteem needs

To be held in esteem both by themselves and by others. This kind of need produces such

satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.

Self-actualization

This is the highest need in Maslow's hierarchy. This need is to fulfill one's potential and self fulfillment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job (Seniwoliba & Nchorbono, 2013.

Frederick Herzberg's Dual Factor or Hygiene Theory (Herzberg et. al., 1959)

Herzberg's theory is a modification of Maslow's theory. He based his theory on two types of motivators – factors that result in satisfaction with one's job and those that result in dissatisfaction for employees at work. He stated that intrinsic factors are related to job satisfaction while extrinsic factors relate to dissatisfaction. His theory was based on the question "What do people want from their jobs? From the responses he received, he concluded that removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He identified two major factors (motivators and hygiene factors) that could lead to job satisfaction. He noted that the motivators are intrinsic factors that permit psychological growth and development on the job such as achievement, recognition, responsibility, advancement, challenges and the work itself. On the other hand, hygiene factors are extrinsic and describe the conditions of work rather than the work itself. These include job security, salary, work conditions, company policy, administration, supervision, interpersonal relations with subordinates and supervisors, status and so on. Herzberg concluded that employers should be concerned with the job itself and not only with the work conditions (Okojie, 2009.

B. F. Skinner's Reinforcement Theory (Skinner, 1953)

Skinner believes that the best way to motivate an employee is to continuously make positive changes in the external work environment. He noted that in as much as internal factors such as impressions, feelings, attitudes and other cognitive behavior affect employees; individuals are directed by what happens in the external environment of the organization. He concluded that managers should positively reinforce employee behaviours that lead to positive outcomes while behaviours that lead to negative outcomes should not be reinforced (Okojie, 2009).

Brief History of Niger Delta University Library

Niger Delta University was established in 2001 by the first executive governor, His Excellency Late, D. S. P. Alamieyesagha to provided quality manpower for the state and Nigeria in general. The University Library was established to provide information resources such as books and non-books material to support the learning and teaching and research objectives of the institution. In order to achieve these laudable objectives, the library management created seven faculty libraries to serves the immediate research and information needs of the various faculties in the university. The library has experience staff strength of 126 senior and junior staff with impressive academic qualifications.

Several studies carried out on staff motivation and job performance have yielded impressive results. For example, Mohammed & Abdulahi (2011) carried out a study to evaluate staff motivation, dissatisfaction and job performance in academic setting. The main objective of the study is to ascertain academic staff level of motivation, dissatisfaction and performance at work. The study employed a survey research method to collect research data from academic staff of Ibrahim Badamusi Babangida University, lapai, Nigeria. A total of 141 (64%) of the academic staff of the university were sampled out of a population of 219 academic staff. Descriptive statistical tools were used to measure the research variables. The study reveals that academic staff were highly motivated at work and also highly contended with the working environment. The study further revealed that staff performance as it relates to teaching is very high while their performance in the area of research and other publications is moderate.

Similarly, Okojie (2009) conducted a study on Rewards Policy and Employee Motivation in the National Library of Nigeria (NLN). A descriptive survey method was used with questionnaire as the main data collection instrument. The findings reveal that the employees of the National Library of Nigeria were not most motivation by job security, salary

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and interesting work respectively. The study also observed that the reward programme in place at the National Library was not well communicated to staff and therefore there were a lot of contradicting views among staff on how the programme was implemented. Interestingly, staffs were of the view that an efficient and effective reward programme will greatly enhance employee motivation and that a highly motivated workforce will lead to greater productivity and ultimately ensure that the National Library meets its stated goals. The study concluded by recommending that the management of the NLN should develop a well-articulated, written reward policy which will be widely circulated among staff. It also suggested ways to address the security need of staff and other key factors that influence employee motivation.

Seniwoliba & Nchorbona (2013) conducted a study on the role of motivation on employee performance in the public sector in Ghana. The case study approach was adopted for the study with both qualitative and quantitative technique. Key format interview and questionnaire were the method of data collection for the study. The study found out that, motivation packages for the staff of University of Development Studies (UDS) Wa campus were inadequate. This was evident in the non-availability of residential accommodation and transport for staff.

Aziagba (2009) carried out a study on staff development as motivation for paraprofessionals: a case study on Southern Nigeria. The findings reveal that the staffs were eager to take such opportunities, believing that in-service training will positively affect the prospect of their professional development. Staff development is generally considered a positive source of staff motivation, for it adds to their curriculum vitae and these facilitates their job mobility. The institution also stands to gain as paraprofessional staff helps to provide essential library service.

Methodology

Descriptive survey technique was adopted for the study. The study covered the staff of Niger Delta University Library. The population consisted of all the 123 professional, paraprofessional and non-professional staff. A questionnaire was used for data collection. A likert rating scale of strongly agree (4 points), agreed (3 points), disagreed (2 points) and strongly disagreed (1point) was used in measuring the responses to the item. The questionnaire was hand delivered to the respondent and collected on one week interval. Out of the 123 questionnaire administered, 63 (51.2%) were duly filled and returned. The data elicited from the study were analyzed using descriptive statistics such as frequency and percentage and mean. The item with mean score 2.50 and above is regarded as agreed while, mean score less than 2.50 is interpreted as disagreed.

Presentation and discussion of Findings

This section of the paper presented and discussed the findings of the study resulted from the analysis of the data elicited from the 63(51.2%) respondents.

Table I: Demographic variables of the respondents

Sex	Frequency	%
Male	37	58.7
Female	26	41.3
Total	**1500**	**100.0**
Staff category	**Frequency**	**%**
Academic staff	3	4.8
Non-academic (senior staff)	3	4.8
Non-academic (junior staff)	57	90.4
Total	**63**	**100.0**

The table above shows the demographic variables of the respondents. The data reveals that both male (58.7%) and female (41.3%), and all categories of staff (professional (4.8%), paraprofessional (4.8%) and non-professional (90%) were involved in the study.

Table II: Staff awareness of available reward and motivation policy

Question	No of respondents	
	Yes	No
Are you aware of any reward or motivation policy in NDU	13(20.6%)	50 (79.4%)

Table II above shows the awareness of staff on the available reward or motivation policy in the university. The analysis revealed that (79.4%) of the respondents were not aware of any motivation policy while, 20.6% said there are aware of the available motivation policies in the university.

Table III: Job motivating factors available to NDU library staff

Job motivational factors	Cumulative responses	Mean(x)	Decision
Payment of medical claims	189	3	Agreed
Appreciation of staff efforts	127	2.01	Disagreed
Recognition of staff contributions	159	2.50	Agreed
Attending of conference/workshops	134	2.10	Disagreed
Attending of training programmes	158	2.40	Disagreed
Provision of transportation	84	1.30	Disagreed
Equity and fair treatment	153	2.40	Disagreed
End of year bonus	93	1.40	Disagreed
Cash incentive is given to hard working staff	102	1.60	Disagreed
Regular promotion	201	3.10	Agreed
Study/fellowship leave with pay	203	3.80	Agreed
Grand mean	1606	2.31	Disagreed

Table IV: Satisfaction of staff with the working condition of library

Statements	Cumulative responses	Mean(x)	Decision
I am satisfied with library management leadership style	93	**1.4**	Disagreed
I am satisfied with the supervision	198	3.1	Agreed
I am satisfied with the salary	165	2.6	Agreed
I am satisfied with the working condition of the library	93	1.4	Disagreed
I am satisfied with the relationship with my subordinate	195	3.0	Agreed
I am satisfied with the relationship with my supervisor	216	3.4	Agreed
I am satisfied with the job security	216	3.4	Agreed
I am satisfied with NDU sponsored conferences/workshops	147	2.3	Disagreed
Grand mean	1606	2.6	Agreed

Table IV above clearly shows the areas of satisfaction of the respondents. The analysis reveals that the respondents agreed with item 2(x 3.1), 3(x 2.6), 5(x 3.0), 6(x 3.4) and 7(x 3.4) respectively. The analysis also shows that the respondents disagreed with item 1(x 1.4), 4(x 1.4) and 8(x 2.3).

Table V: Dissatisfaction of staff with the working condition of the library

Statements	Cumulative responses	Mean($\underline{x}$)	Decision
I absent myself from work due to the leadership style	108	1.7	Disagreed
The work is not interesting due to the leadership style	159	2.5	Agreed
I am unwilling to perform my responsibilities due to the library management leadership style	144	2.2	Disagreed
I left office before closing due to the absent of motivation from the library management	138	2.1	Disagreed
The absent of recognition from the library management affected my job performance negatively	168	2.6	Agreed
I came late to work due to the absent of motivation from the library management	141	2.2	Disagreed
Grand mean	858	2.2	Disagreed

Table V above shows the areas of dissatisfaction of the respondents. The analysis revealed that the respondents agreed to items 2($\underline{x}$ 2.5) and 5($\underline{x}$ 2.6)5 while, the respondents disagreed with item 1($\underline{x}$ 1.7), 3 and 6($\underline{x}$ 2.2), and 4($\underline{x}$ 2.1) respectively.

Table VI: Ways of improving motivation in NDU library

Suggestions	No of respondents	Ranked
Study leave/fellowship with pay	15(24%)	2nd
Consistent sponsorship of conferences/workshops	3(5%)	4th
Recognition and appreciation of staff contributions	3(5%)	4th
Cordial relationship with subordinate and supervisor	6(9%)	3rd
Yearly award for the most efficient and productive staffs	3(5%)	4th
A good people oriented leadership style	15(24%)	2nd
A regular yearly increment and promotion	18(28%)	Ist

Table VI shows the various ways of improving motivation in Niger Delta University Library. The analysis reveals that item 8(28%) ranked the highest suggested way of improving motivation, followed by items 1(24%) and 6(24%), and items 2(5%), 3(5%), and 5(5%) respectively.

Discussion of findings

Research question one sought to ascertain if the respondents are aware of any reward and motivation policy in the university. The findings revealed that a majority of the respondents are not aware of any reward or motivation policy. The findings corroborated with that of Okojie (2009) which revealed that the reward programme in place at the National Library was not well communicated to staff and therefore there were a lot of contradicting view among staff on how the programme was implemented.

Similarly, research question two sought to ascertain the job motivational factors available to NDU library staff. The finding reveals that the staffs were motivated with the payment of medical claims, regular promotion and study/fellowship leave with pay. It was also noted that the staff were denied of some important areas of motivation such as training, attending of workshops/conferences, transportation, etc. The findings revealed the motivation packages are not adequate. Perhaps, it is the inadequate motivation that has resulted to the present non-chalant attitude of the staff towards the library business, coming late to work and as well the high levels of absenteeism in the library in-spite of the disciplinary majors in the library. The finding further indicated that the staffs are not satisfied with the available motivational factors. This is because the grand mean score ($\underline{x}$ 2.31) is less than 2.50. The finding is in-lined with that of Seniwoliba & Nchorbona (2013) which found out that, motivation packages for the staff of the University of development studies (UDS) Wa campus were inadequate. This was evident in the non-availability of residential accommodation and transport for staff (p. 227).

Also research question three and four sought to ascertain the satisfaction and dissatisfaction the library condition of service. The findings revealed that the staffs were satisfied with the library working condition. Though, the staffs were not satisfied in some areas but high levels

of satisfaction were recorded in most areas measured. It is interesting to note that majority of the respondents disagreed with the statements of dissatisfaction made in table five. The grand mean score ($\underline{x}$ 2.2) of the items in the tables shows that the respondents disagreed with the items. This simply means that the respondents are satisfied with the working condition of the university library. The finding corroborates with the finding of Mohammed & Abdulalhi (2011) which revealed that academic staff are very highly motivated at work and also highly contended with the working environment (p. 1).

Finally, research question five sought to elicit suggestions from the respondents to improve on motivation to reduced absenteeism and increases job performance in the library. The finding shows that a majority of the respondents suggested regular yearly increment and promotion, study/fellowship leave with pay and a good people oriented leadership style as ways of improving motivation to reducing absenteeism and increasing job performance.

Recommendations

Arising from the findings the following recommendations were made:

1. The university library administrators should repackage the motivation policy contained in the university condition of service handbook and widely circulate the policy among staff to create awareness to reduce uncertainty about the motivational factors available to all categories of staff.
2. A good transportation system will not only drastically reduce coming late to work but, will also encourage employees to be regular at work even when salaries are paid late. Therefore, the university library particularly should have well organized transportation system for those staffs that close late in the evening.
3. 3, Conferences/workshops and training are vital ways of professional development. Therefore, the university management should sponsor and as well create enabling atmosphere for all categories staff to participate.

Conclusion

Motivation remains a power tool in the hands of intelligent academic libraries administrators to push job performance in public and private academic libraries. From the findings, motivation does not only served as a tool in pushing for high job performance but, it is a strategy for creating conductive working environment, commitment and dedication to work, reduces absenteeism and coming late to work, etc among employees of the library.

However, majority of the Niger Delta University Library staffs are aware of the motivation policy that is contained in the university condition of service hand book. In-spite of the non-awareness revealed in the study, majority of the staffs have benefited from the university study/fellowship leave with pay and consistent yearly increment and promotion available to all categories of staff. Consequently, the benefits have resulted to high level of job satisfaction among the staff and as well enhanced job performance in the university library.

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