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EFFECTS OF STAFF DEVELOPMENT VARIABLES ON EFFECTIVE LIBRARY SERVICE DELIVERY IN PUBLIC UNIVERSITIES IN IMO STATE, NIGERIA

BY

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Abstract

Purpose: *The study was carried out to investigate the effects of staff development variables on effective library service delivery in public universities in Imo State, Nigeria.*

Design/Methodology/Approach: *The study adopted correlation linear survey design. Three research questions and three null hypotheses guided the study. The population of the study was 180 professional and para-professional librarians working in the libraries studied. Census technique involving the entire population was adopted for the study. The instrument for data collection was self-structured modified Likert rating scale captioned "Effects of Staff Development Variables for Effective Library Service Delivery (ESDVELSD). One hundred and eighty copies of the rating scale were distributed to the target sample out of which 167 useable copies representing 92.8 % were returned to the researchers. Data collected were analysed using Pearson (r) statistics to answer the research questions, while t-test of simple linear correlation was used to test the null hypotheses at 0.05 level of significance.*

Findings: *This study revealed that there is significant and positive relationship between capacity development and service delivery by professional and para-professional librarians in public university libraries in Imo State, Nigeria. The study also revealed that there is significant and positive relationship between staff promotion and service delivery by professional and para-professional librarians in public university libraries in Imo State, Nigeria. The study further revealed that there is significant and positive relationship between financial rewards and service delivery by professional and Para-professional librarians in public university libraries in Imo State, Nigeria*

Implications: *Service delivery in public university libraries can be enhanced when the staff working in the libraries are adequately motivated through capacity development, regular promotions and provision of financial rewards.*

Originality/Value: *The study recommends that the management of public university libraries in Imo State, Nigeria should always motivate their staff by providing them with different capacity development packages, ensure regular staff promotions and provide robust financial rewards. All these will boost the morale of library staff to put in their best for enhanced service delivery.*

Keyword: *Staff Development, Library Service Delivery, Public Universities, Capacity Development, Staff Promotion, Financial Reward*
Paper type: *Empirical research*

Introduction

Library services cannot move on smoothly when the staff, particularly the professionals and para-professionals working in the library do not have much interest on their jobs as a result of some treatments meted to them in their work places. This is because when they are not

motivated to perform maximally on their work schedules; their productivity will be abysmally poor. As a result of this, all the staff working in the library should be highly motivated for them to put in their best on their job.

Motivation is the psychological force that drives an employee to engage, perform and commit to their work, usually influenced by both internal desires and external incentives. It is the driving force that propels librarians in the university libraries towards something we need or care about (Galindo, 2023). Motivation in a workplace means the internal and external factors that compel employees to take action and perform effectively in their roles. According to Drem *et al.,* (2022), work motivation plays a vital role in the development of any organization as it increases employee productivity and effectiveness. The author further stated that insufficiently motivated employees perform poorly despite being skillful.

Motivation in work places could be extrinsic or intrinsic. According to Drew (2023) extrinsic motivation refers to the drive to engage in an activity in order to obtain external rewards (financial rewards or tangible gifts) to avoid negative consequences, while intrinsic motivation refers to the inherent drive and enjoyment that comes from engaging in an activity for its own sake rather than for external rewards or pressure. Motivation in academic libraries promotes service delivery.

Service delivery refers to the various ways libraries provide information and support/assistant to their clients. According to Ashikuzzaman (2018), it includes the totality of the services performed by library staff to ensure that library clients are satisfied with their information needs. The study further stated that library service delivery includes circulation operations, reference services, information services, bibliographic services, abstracting and indexing services, current awareness service and selective dissemination of information, reprographic services, translation services as well as online services. Library staff can be effectively motivated through capacity development, staff promotion and financial rewards.

Capacity development is the process of enhancing the abilities, skills, knowledge, systems and resources of individuals, organizations and societies to achieve sustainable results and effectively address development challenges. According to Mohu (2025), capacity development involves the development of skills, knowledge, infrastructure and system that allows individuals and groups

to increase their ability to work. Capacity development could be implemented by sponsoring staff to conferences, workshops, seminar, study tours, etc.

Staff promotion is the advancement of an employee to a higher position within an organization, often accompanied by increased responsibilities, recognition and compensation. It is the advancement of an employee to a higher role within the organization (Jolio, 2026). Promotion of staff in the library benefits the library because the promoted staff will put their best to ensure that they deliver their briefs.

Financial rewards are tangible, monetary benefits given to employees in recognition of their performance, achievements or contributions. It is the financial incentives used in the workplaces, which help encourage employees to increase their performance and meet their target (Cusson *et al.*,2024; Figueiredeo, *et al.,* 2025). Arising from these, motivation of staff in public university libraries becomes very necessary if the management expects optimum performance from the staff.

Statement of the Problem

Motivation is a driving force that pushes staff in every organisation to put in their best to ensure that production level in the organization is high. When staff members are adequately motivated, there is no doubt that they will be efficient in their work schedules. In public university libraries, the librarians and other staff working in them need to be motivated for them to perform efficiently. In recent time, there are clear evidences that librarians working in public university libraries are well motivated (McAlbert *et al.,* 2022; Samuel *et al.,* 2021). However, it is not very clear whether these motivating strategies adopted by these libraries are producing positive or expected results. It is therefore expected that librarians who are well motivated through various motivation variables in their work places should always produce the desired results in order to justify the huge expenses on them by their employers. What is not certain is whether capacity development, promotion and financial reward as motivating strategies are producing the desired result in terms of staff productivity. This study therefore examined the effects of staff motivation variables on effective library services delivery in public university libraries in Imo State, Nigeria.

Scope of the Study

The study examined the effects of staff motivation variables on effective library services delivery in public university libraries in Imo State, Nigeria. The study covered five public university

libraries namely; Federal University of Technology, Owerri (FUTO), Alvan Ikoku Federal University of Education (AIFUE), Imo State University, Owerri (IMSU), University of Agriculture and Environmental Sciences (UAES) and Kingsley Ozumba Mbadiwe University, Ideato (KOMU). The study also covered such motivation variables like capacity development, staff promotion and financial reward.

Research Questions

The following research questions were posed to guide the study.

1. What is the coefficient of relationship between staff capacity development and effective library service delivery in public universities in Imo State, Nigeria?
2. What is the coefficient of relationship between staff promotion and effective library service delivery in public universities in Imo States, Nigeria?
3. What is the coefficient of relationship between financial reward for staff and effective library service delivery in public universities in Imo State, Nigeria?

Hypotheses

The following null hypotheses which were tested at 0.05 level of significance were formulated to guide the study:

Ho_1: There is no significant coefficient of relationship between staff capacity development and effective library service delivery.

Ho_2: The coefficient of relationship between staff promotion and effective library service delivery is not significant.

Ho_3: There is no significant coefficient of relationship between financial reward for staff and Effective library service delivery.

Review of the Literature

In any organisation, be it a university library or any other establishment, the need for staff motivation cannot be over-emphasized if there will be high productivity. In other words, there is the tendency that a motivated worker would always show the desire and commitment to perform his duty diligently. Bamgbose and Ladipo (2017) stated that motivation is a process by which the learner's internal energies are directed towards various goals or objectives. The authors further stated that

motivation is an internal condition that activates behaviour and gives it direction and energies and directs goal-oriented behaviour. Similarly, Verma (2017) states that motivation is an important stimulation which directs human behaviour. Onyeukwu and Ekere (2018) also assert that motivation is internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role or subject, and to exert persistent effort in attaining a goal. According to Diemo *et al.,* (2022), work motivation plays vital role in the development of any organization as it increases employee productivity and effectiveness. Work motivation remains a vital factor in organizational psychology as it helps explain the causes of individual conducts in organisations including university libraries.

Motivation is of two types. It could be intrinsic or extrinsic motivation (Gambill, 2025). Cherry (2023) sees intrinsic motivation as a motivation to engage in behaviour because of the inherent satisfaction of the activity rather than the desire for a reward or specific outcome. According to Hassan and Romle (2015), motivation is considered as intrinsic when an employee feels motivated to perform the task because doing so gives that worker a feeling of accomplishment, mastery and self-fulfillment. Again, Nickerson (2025) states that intrinsic motivation comes from the internal satisfaction and joy of the activity itself. In contrast, extrinsic motivation is that which is done to reward a particular individual for carrying out job or duty. This could come in form of financial rewards such as salaries, wages and other entitlements given as reward for certain jobs done by individuals. Other extrinsic motivation could be received as promotion, and staff capacity development programmes regularly carried out to boost staff morale and enhance their skills and productivity. When library personnel are intrinsically motivated, they do not need extensive extrinsic incentives because working in itself is rewarding (Georgellis & Tabvuma, 2011). An extrinsically motivated staff on the other hand may follow the working profession in order to obtain some rewards such as increased salary, promotion or praises (Dina & Olowosoke, 2018). According to Galindo ((2023) the benefits of motivating staff in organizations like university libraries include higher productivity, championship, delighted customers, quality, committed and quality experience as well as meeting and exceeding the organizational goals. In this regard, university library staff also needs extrinsic motivation in order to get the best from them as well as ensure that

they remain committed to their professional duties.

Capacity development is an individual's facility to produce, perform or deploy. Staff capacity development programmes are used to enhance the development of an organization. Hagelsteem, et al. (2022) defined staff capacity development as a process of education through which a trainee acquires the needed skills, knowledge and attitudes from training organizations. Supporting to this assertion, Edom (2019) stated that with the acquisition of needed skills by trainee, it determines the present and future relevance of such a staff in an organization, pointing out that trained workers are assets to any organization. Staff capacity development programme therefore is the opportunity provided for employees in an organization (library) to acquire the requisite skills, knowledge and ability to enhance their effectiveness in carrying out their assigned responsibilities.

One of the ways through which library staff are motivated on their job is through capacity development. According to Linnell (2016), capacity development could be on-the-job or off-the-job. On-the-job capacity development programmes are the most widely used method of capacity building in university libraries and it involves instructions given to library staff on the job by their supervisor or other experienced librarian (Gall & Renchler in Nwofor, et al, 2023). Ojowhoh (2016) quoting Ziche stated that seminar, conferences and workshops are on the job training, where an individual follows a prescribed course of instruction. The author further stated that when staff are recruited, the task is not yet over because such staff must be given adequate re-training in order to make the library achieve its goals.

Again, Ojowhoh (2016), and Ike (2023) are of the view that capacity development prepares staff in every organization to perform efficiently as well as provide the much expected service delivery to the satisfaction of the management of the organization and their clients. The authors assert that capacity development for staff is very necessary in every organization. Nkebem (2009) maintained that refresher courses such as conferences, workshops, seminars, etc. are means of training for efficient development for staff. Capacity development is one of the five key action areas adopted by the American Library Association to fulfill its mission of promoting the highest quality library and information services for all people (American Library Association, 2011).

Another means of motivating library staff is through promotion. This is because every employee expects to grow from his current position of work to a higher one and this can be achieved through promotion. According to Dessler (2015), promotion occurs when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility. Again, Mohammed *et al.*, (2021) defined it as advancement of an employee's rank and position in a hierarchical structure in organizations. It is a form of motivation given to encourage employees who have performed well (Agbebeku, 2012). Bravenden (2014), stated that promotion can bring a significant increase in salary of an employee as well as in the span of authority and control. Promotion is used in an organization as an incentive or reward and motivation. It is a way of rewarding the employees for meeting the organizational goals hence it serves as a means of synchronizing organizational goals with personal goals. Promotion has its importance owing to the fact that it carries with it a significant change in the wage package of an employee, (Nzelum *et al.*, 2019). In this highly competitive society, promotion can help the competing organizations/ firms, libraries inclusive to motivate their employees to become highly productive on the job. This no doubt made Naveed *et al.,* (2013) to conclude that promotion enhances the yield of an organization.

Motivation in university libraries could also be in form of financial rewards. Financial rewards are monetary financial incentives including salaries and bonuses are powerful tools for maintaining, motivating, and driving performance particularly in production-oriented organizations (Bakare *et al.*, 2025). The issue of promotion in university libraries should be one of the major areas where university management should place emphasis on. This is because where there is a good motivational incentive in terms of regular promotion of staff, there is very high tendency that productivity of staff will rise to its climax in such a library in terms of performance and service delivery (Ogonu, 2020). The implication here is that staff promotion has become necessary given the fact that when a library staff is duly promoted, he/she will always want to show satisfaction with his job and this would ultimately lead to effective service delivery in the library. Umeozor (2018) maintained that profession-related motivation results from the benefits that accrue from professional growth. This is particularly found among professionally trained librarians. According to the author, this category of library staff are motivated

by hints of professional growth experienced in the discharge of their duties. In this regard, the level of commitment to duty by librarians depends heavily on how they grow professionally in their places of work.

Financial rewards are highly effective in increasing productivity, improving service delivery and boosting staff morale. University libraries regularly provide financial rewards to their staff to enhance high quality service delivery to users. The word "reward" have been variously defined by many authors. Healthfield (2018) defines reward as an object item of value or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen reward. Armstrong in Asuzu and Edom (2023) see reward as the inducement or supplemental incentive that serves as a motivational device for desired action or behaviour. Juneja (2019) asserts that it is a measure used to motivate people to improve their performance. Rewards could as well mean an incentive for a work or action carried by an individual to make him do more. This could come in form of regular payment of salaries and wages of the employees. This is referred to as financial or monetary reward. Obeidat and Al-Owairi (2015) posited that financial incentives in libraries mean the amount paid to librarians, either in form of lump sum or in the form of payments including all the additional income of the individual efforts.

The provision of financial or monetary rewards in university libraries in Nigeria has become an issue of great concern. This is because of the fact that reward systems in terms of salaries, wages and other emoluments appear to be unsatisfactory. Giving clarification on this, Stonen (2014) asserts that to motivate workers to perform their jobs successfully, managers of establishments or organizations including university libraries should at their disposal have a system of wage rewards. The author further stated that these motivational factors was based on the assumption that workers were essentially lazy and could be motivated only when there is a promise of financial reward. This spurs staff in every organization including public university libraries to put in their best on their job to ensure higher productivity.

Methodology

This study adopted correlational linear survey design. The population of the study was 180 comprising both professional and para-professional librarians working in all the public university libraries studied. Census technique was adopted to cover the entire

population. The study adopted modified Likert rating scale captioned "Effects of Staff Motivation Variables for Effective Library Service Delivery (ESMVELSD) to collect data. The data collected for the study were analysed using Pearson(r) statistics to answer the research question, while t-test statistics of simple linear correlation was used to test the hypotheses at 0.05 alpha level.

Results

The results of this study were analysed and presented in tables according to the research questions and hypotheses respectively. A total of 180 copies of the rating scale were administered to the respondents out of which only 167 usable copies were successfully retrieved representing 92.8 %.

Research Question One: What is the coefficient of relationship between staff capacity development and effective library service delivery in public universities in Imo States, Nigeria?

Table 1: The Coefficient of Correlation between Staff Capacity Development and Effective Library Service Delivery

Variable	**N**	**r**	**r^2**	**Remark**
Staff capacity development				
	167	0.836	0.6999	Positive & VHER
Service Delivery				

From Table 1, the coefficient of correlation between staff capacity development and library service delivery is 0.836. The coefficient of determination is 0.699. The coefficient of correlation is within the range 0.81-1.00 for very high extent of correlation. Therefore, there is a positive and very high extent of relationship between staff capacity development and library service delivery. The coefficient of determination indicates that 69.90% of the variations in library service delivery is explained by staff capacity development.

Hypothesis One: There is no significant coefficient of relationship between staff capacity development and effective library service delivery.

Table 2: Summary of t-values Table for Testing Hypothesis One

t_{cal}	Df	t_{crit}	P	α	Decision
16.670	165	1.646	0.000	0.05	Ho_1 is rejected

From Table 2, the calculated t-value is 16.670, while the critical or tabulated t-value is 1.646. Also, the obtained probability value is 0.00, while the set probability value is 0.05. Since the calculated t-value is greater than the tabulated t-value and the obtained probability value is less than the set probability value, the researchers rejected the null hypothesis one and accepted the alternative hypothesis. Hence, there is significant coefficient of relationship between staff capacity development and effective library service delivery in universities in Imo State.

Research Question Two: What is the coefficient of relationship between staff promotion and effective library service delivery in universities in Imo State?

Table 3: The Coefficient of Correlation between Staff Promotion and Library Service Delivery

Variable	N	r	r^2	Remark
Staff Promotion				
	167	0.862	0.743	Positive & VHER
Service Delivery				

As shown in Table 3, the coefficient of correlation between library staff promotion and service delivery is 0.862, while the coefficient of determination is 0.741. The coefficient of correlation is positive and within the range 0.81 -1.00 and shows very high extent of relationship. Hence, there is a positive and very high extent of relationship between staff promotion and their service delivery.

Hypothesis Two: The coefficient of relationship between staff promotion and effective library service delivery is not significant.

Table 4: Summary of t-values Table for Testing Hypothesis Two

t_{cal}	Df	t_{crit}	P	α	Decision
21.843	165	1.646	0.000	0.05	Ho_1 is rejected

From Table 4, the calculated t-value is 21.843, while the critical or tabulated t-value is 1.646. Also, the obtained probability value is 0.000, while the hypothesized probability value is 0.05. Since the calculated t-value is greater than

the tabulated t-value and the obtained probability value is less than the hypothesized probability value, hence the rejection of the null hypothesis two and acceptance of the alternative hypothesis. Therefore, the coefficient of relationship between promotion and service delivery of library staff in tertiary institutions is significant.

Research Question Three: What is the coefficient of relationship between financial reward for staff and effective library service delivery in universities in Imo State?

Table 5: The Coefficient of Correlation between Financial Reward and Library Service Delivery

Variable	N	r	r^2	Remark
Financial rewards				
	167	0.967	0.945	Positive & VHER
Service Delivery				

As presented in Table 5, the coefficient of correlation between financial incentives/rewards of library staff and service delivery is 0.967, while the coefficient of determination is 0.935. The coefficient of correlation is very positive and within the range of 0.81 -1.00 for very high extent of relationship.

Hypothesis Three: The coefficient of relationship between financial rewards for staff and effective service delivery in universities in Imo State is not significant.

Table 6: Summary of t-values Table for Testing Hypothesis Three

t_{cal}	Df	t_{crit}	P	α	Decision
48.754	165	1.646	0.000	0.05	Ho_1 is rejected

Data presented in Table 6 shows that the calculated t-value for testing Pearson r 48.754, is greater than the critical or tabulated value 1.646. Also, the obtained probability value 0.000 is less than the hypothesized probability value 0.05. Based on these observations, null hypothesis three which is that "The coefficient of relationship between financial reward and service delivery of library staff in tertiary institutions is not significant' is rejected and the alternative hypothesis accepted. Therefore, coefficient of relationship between financial rewards and service delivery in universities in Imo State is significant

Discussion of Findings

The first research question was posed to determine the relationship between staff capacity development and effective library service delivery in public universities in Imo State. From the finding, it was revealed that the coefficient of correlation is positive indicating that increase in the estimators (staff capacity development programmes), will result in increase in the estimated effective library service delivery. This shows that effective library service delivery is significantly influenced by the quality of staff capacity development programmes being carried out in these universities. It was further established that there is a relationship between the two hypothesized variables, thus leading to the rejection of non-significant hypothesis. The strong level of motivation showed in this result indicates that the service delivery is enhanced and it is an indication that there are staff capacity development programmes in these university libraries. This of course, goes to explain the obvious fact that when employees get adequately motivated through staff capacity development programmes in terms of getting the opportunity to attend seminars, conferences and workshops, the level of commitment to work would invariably increase. This finding is consistent with the finding by Ojowhoh (2016) and Ike (2023) who found that capacity development for staff in every organization induces staff to perform satisfactorily on their work schedules.

The second research question was meant to establish the relationship between staff promotion and effective library service delivery in public universities in Imo States, Nigeria. The findings from the study showed that the result of correlation coefficient is positive, indicating that staff promotion, will result in effective library service delivery. In this vein, the coefficient of determination indicated that the variations in effective library service delivery are explained by staff promotion in the university libraries. This shows that the relationship between staff promotion and effective library service delivery is positive and very significant. Consequently, the null hypothesis of non-significant relationship between staff promotion and effective library service delivery in public universities in Imo State, Nigeria was rejected. This corroborates earlier finding made by Ogonu (2020) and Mohammed *et al.,* (2021) that when there is a good motivational reward in terms of regular promotion of staff, there is very high tendency that productivity of staff will rise to its climax in such a library in

the areas of performance and service delivery.

Finally, the third research question was posed to establish the relationship between financial reward for staff and effective library service delivery in public universities in Imo States, Nigeria. Based on the result of correlation coefficient which indicated that there is a positive and significant relationship between financial reward for staff and effective library service delivery, the null hypothesis was rejected. This result has indicated that there is provision of financial reward for library personnel in public universities in Imo State, Nigeria and given this strong level of motivation, service delivery was enhanced in the libraries. The implication in this regard is that when an institution like the university libraries have proper reward system in terms of regular payment of staff salaries, wages, fringe benefits and other financial entitlements, the employees are bound to be psychologically moved to perform well more than when they are not. This affirms the finding of Bakare *et al.*, (2025) who found that financial rewards like salaries and bonuses are powerful tools for maintaining, motivating, and driving performance particularly in production-oriented organizations. Lending credence to this finding, Umeozor (2018) also found that all categories of library staff have their priority mainly on economic needs and as such the job they perform should be equated with fringe and concomitant financial benefits The author maintained that at this level, every service rendered is substituted for financial gain and when the return is less than expected, they tend to loss motivation, and redundancy in performance sets in.

Conclusion

Every organization expects positive results in the service delivery of the staff because this is what justifies the huge expenses made on them. It is the positive service delivery of the staff that markets the organization and its products. It is a well known fact that for there to be an increase in employees' productivity in public university libraries, the management should adopt suitable, sustainable and motivational strategies so as to encourage the library staff and make them perform efficiently. The findings of this study have therefore, provided an empirical evidence to buttress the importance of staff motivation using staff development, promotion and financial reward in enhancing employees' effectiveness and quality services in public university libraries in Imo state. This implies that the provision of services in public university libraries can only be improved upon when there are

motivational strategies implemented for the staff such as capacity development, regular staff promotion as well as financial rewards. Effective implementation of all these motivational strategies in the university libraries would, no doubt, ensure employees' stability, smoother operations, and enhance service delivery and sustainability.

Recommendations

1. Public universities library management in Nigeria should intensify efforts to ensure that their staff are provided with the opportunity of improving their knowledge through constant capacity development programmes. This could be in form of sponsorship to conferences, workshops, seminars, in-service training and scholarship awards. This will enable them to acquire enough knowledge needed to manage the 21st century library system which seems more challenging because of the evolving library technologies used in library operations and services.

2. Public universities library management in Nigeria should ensure that librarians and other staff working in the library are promoted regularly and as when due. This would serve as a morale booster and encourage hard work among the staff. Regular promotion of staff will motivate the staff to provide adequate service delivery thereby increasing their productivity as well as enhance the visibility of the library.

3. University library management should introduce different types of financial rewards apart from the statutory salary to motivate library staff to put in their best and enhance service delivery in public universities in Nigeria. Such financial rewards like salary bonuses, hazard allowances, overtime allowances etc. should be granted to library staff to motivate them. This will enable them to provide excellent service delivery to library patrons.

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