



# Appraisal of motivational strategies on work productivity of library staff in tertiary institutions in Ogun State, Nigeria

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## Abstract

*The study aimed to identify various motivational strategies for work productivity and their components on library staff in selected tertiary institutions in Ogun State, Nigeria. The study population comprises all the library staff in five selected University libraries. Total enumeration sampling techniques were used to select a sample of 105 respondents and were collected using a questionnaire. One research question and hypothesis are used with descriptive and inferential statistical tests applied to extract inferences from data. Results revealed that the most challenging task for the managers of a library and information center was to identify the factors which can motivate the library staff. Managers have to understand the behaviour of staff at work as work behaviour is a clear indicator of what their work needs. The results further revealed that library managers made efforts to be satisfied with the various work behaviours of the workers in an organization. It also showed how those behaviours are related to the needs of users they try to satisfy with different motivation strategies in different situations. The study concludes that library staff is proficient in work motivation with a high level of motivation. It also found a significant relationship between motivation and work productivity of library staff. The findings are recommended to library managers and organizations interested in applying motivation strategies and improving workers' job productivity.*

**Keywords:** Motivation, Motivation strategy, Work productivity and Library staff

## Introduction

Motivation is the central driver that gears human beings towards achieving a particular goal. Thus, motivated behaviors are intended choices controlled by individual employees. Generally, workers are regarded as the most important assets which lead to the achievement of an organization's goals and objectives. Motivation is the key to an influential manner, which creates products and helps the organization to survive. Library staffs are managers who work together in library settings and other information centres to foster an inclusive, progressive and satisfying workplace. They also serve as the primary source of information for library clients, support management's decision-making in terms of employee motivator and liaise with the users to get feedback on service rendered towards higher productivity. Library staffs need more motivation as they are the backbone of the library.

Motivation is crucial to library staff productivity just like other professions in any organization or institution of higher learning. It is universally believed that when employees are sufficiently motivated it leads to higher productivity and efficiency. Library staff is essential for any country's future development because they are the managers of information resources. Librarians provide access to current, reliable, and accurate information to foster national development when the staff is strategically motivated. In academics, lecturers, students, and researchers need the information to deliver on their job schedules. Library staff motivation, skills, competencies, and available resources are important determinants of all the levels of success and performance of library services.

## Review of Related Literature

Motivation, in any kind speeds up efficient

services in the library; contrariwise, lack of motivation decreases the efficiency and productivity of workers as indicated by Ademobi & Akintomide (2015). The study indicated that a dissatisfied staff will grip a negative attitude or constitute a nuisance to the organisation and this, will result in low performance, productivity or commitment.

However, previous studies (Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, & Eyiolorunshe, 2019; Bamgbose & Ladipo, 2017; Alajmi, & Alasousi, 2018) revealed the traits among academic library employees as low productivity among library staff and this affects their output. It reflects misconduct, staff turnover, and negligence of duty, among others which metamorphose into poor job performance and low productivity. Consequently, the application and activation of motivational strategy could help to address the identified challenges this study chose to investigate. Motivation can be seen as the readiness to use higher levels of effort toward organizational goals, and at the same time achieving individual needs (Tien, 2020) The concept of motivation focused on energizing, propelling, stimulating individuals towards behavioural change to achieve the fulfillment of goals and objectives of an organization, to achieve higher productivity and satisfaction of employees (Amaanda, 2011; Saka & Salman, 2014).

Motivation is the central drive that gears human beings towards achieving a particular goal. Thus, motivated behaviours are intended choices controlled by individual employees. The supervisor (motivator) wants to influence the factors that motivate the employee (Motivatee) to higher productivity. Generally, workers are regarded as the most important assets which lead to the achievement of an organization's goals and objectives. Ogunrombi & Elogie (2015) pointed to motivation as a powerful manner, which creates products and helps the organization to survive. The study stressed that motivation is an effort that pushes employees to perform by gratifying or satisfying their needs in libraries. It further pointed out that several definitions of motivation have common such as aspiration, needs, requests, aims, goals, wants, and inducements among others. The motivation of library staff plays an important role in library and information centers. Generally, motivated workers are more likely to be productive and at the same time efficient in the organizations. It is a fact that the motivation of library staff in libraries is vital to excellent service delivery. Moreover, Amune (2014) believed that motivation is among the crucial elements

that lead one to his/her goals. It is the willpower with a kind of enthusiasm that leads one to continue to attain greater heights. (Intrinsic motivation) or (extrinsic motivation). Singh & Tiwari (2011) motivation forces or drives the individual to press forward towards the actualization of individual's or organizational goals and objectives affirmed that an enabling and comfortable environment could be created by librarians when they are motivated and satisfied. Motivated staff could be satisfied and consequently, become more productive in organizations. Library staff is managers who work together in library settings and other information centres to foster an inclusive, progressive and satisfying workplace. They also serve as the primary source of information for library clients, support management's decision-making in terms of employee motivator and liaise with the users to get feedback on service rendered towards higher productivity. Library staff needs more motivation as they are the backbone of the library. Olusegun (2012) conceptualized motivation as the capability to cause behavioural change. The author further stated that motivation is a force that induces actions that are favorable to achieving specific goals. The author concluded that motivation can be intrinsic or extrinsic.

Generally, library staff is essentially a set of staff for any country's future development, because they are the managers of information, they serve as a link between the information and the user through unrestricted access to current, reliable, and accurate information needed to foster national development for patrons in the academic libraries. In academic institutions, lecturers, students, and researchers need the information to deliver on their mandate of teaching, research, community engagement and learning. Library staff motivation, skills, competencies, and available resources are important determinants of the level of success and performance of specific library services. The motivation of any kind speeds up efficient services in the academic library; contrarily, lack of motivation decreases the efficiency and productivity of workers as indicated by Ademobi & Akintomide (2015). The study indicated that a dissatisfied staff will grip a negative attitude or constitute a nuisance to the organisation and this, will result in low performance, productivity or commitment.

Garg and Rostogi (2006) submitted that a high level of staff productivity in organizations improves through job design as it is considered the most effective method of motivating employees. It helps to reduce the work-related challenge and staff feels they are on the

right job and become accountable when they are not even during their job, providing an effective reward system for an employee is a motivational factor used by organizations. Extrinsic rewards though it was argued that the best reward system may not likely produce the ultimate productivity given the fact that employees may value different rewards than the ones given by managers, therefore managers must know how and when to match employees' needs with organizational reward.

Ugah (2008) stressed that job enrichment is a strategy to be considered for improving the productivity of employees by empowering them, giving autonomy, trust, more responsibility, authority, discretion and control. Job enlargement increases the variety of tasks but reduces the quality of challenge of those tasks. Thus, resulting in to decline in the boredom of the employee; job rotation, people are assigned different job roles not permanently to expose and give them additional knowledge of other tasks. Posner (1990) carried out a study of an organization that adopted job rotation which has helped employees not to feel unenthusiastic by being dull on a particular job. Olorunsola (2002) reported the opinion of library staff of the University of Ilorin on job rotation. He found positive opinions about job rotation among the staff. He recommends that the management of libraries should make job rotation one of the best strategies for improving worker performance.

Scholars such as Ajie, Soyemi & Omotunde (2015), that performance is dependent on three factors namely: Ability, Environment and Motivation which can be expressed as follows:  $P = M + A + E$ . An ability which is the employees' skill and capacity to perform a given work, can be acquired in the case of its deficiency, through a training programme or a transfer to a simpler job.

Olusegun (2012) conceptualized motivation as the capability to cause behavioural change. The author further stated that motivation is a force that induces actions that are favorable to achieving specific goals. The author concluded that motivation can be intrinsic or extrinsic.

According to Ogunrombi & Elogie (2015), motivation is whatsoever is required to push employees to perform by gratifying or satisfying to their needs. They further pointed out that several definitions of motivation have some words in common such as aspiration, needs, requests, aims, goals, wants and inducements among others. The motivation of library staff plays an important role in library and information

centers. Generally, motivated workers are more likely to be productive and at the same time efficient in the organizations. It is a fact that the motivation of library staff in libraries is vital to excellent service delivery. Moreover, Amune (2014) believed that motivation is among the crucial elements that lead one to his/her goals. It is the willpower with a kind of enthusiasm that leads one to continue to attain greater heights. (Intrinsic motivation) or (extrinsic motivation). Singh & Tiwari (2011) motivation forces or drives the individual to press forward towards the actualization of individual's or organizational goals and objectives affirmed that an enabling and comfortable environment could be created by librarians when they are motivated and satisfied. Motivated staff could be satisfied and consequently, become more productive in organizations. Several factors could motivate library staff to press or push harder to achieve individual or organizational goals. Studies have shown that factors such as good and competitive salary, good working conditions, recognition for work done, regular promotion, regular incentives, participation in decision making, feedback, and cohesive work teams among others are factors that enhance the motivation of employees. Also, Saka & Salman (2014)

Ryan & Deci (2000) argued that extrinsic motivation moves workers to accomplish their tasks to activate their rewards. Olorunsola & Bamijoko (2005) opined that extrinsic motivators such as good pay, retirement benefits, overtime allowances and good working conditions could spur or prompt para-professional library staff to give in or deliver their best toward higher productivity.

Yusuf (2015), undertook a study on the assessment of motivation strategies and work performance of para-professional staff in tertiary institution libraries in Kaduna state, Nigeria. The study employed a survey approach with a structured questionnaire and structured interview guide as research instruments for data collection. The results identified regular payment, job design, job rotation, job enlargement, job enrichment, promotion, education, and training as strategies to improve the condition of library staff.

Oyegunle (2013), listed strategies to improve the condition of library staff as; rewards /recognition: attractive salary and benefits, provision of modern equipment/technology, (e.g. OPAC to locate books instead of the card catalogue), job training, favourable work environment, and promotion when staff is due. Aworemi, Abdul-Azeez, & Durowoju, (2011), conducted a similar study on the motivational factors of

employees in Nigeria. A well-structured questionnaire was used as an instrument for data collection. The findings established favourable working conditions, stimulating work, and an attractive salary. The results listed timely promotions when due, enrichment in the job, and monetary and non-monetary compensation as some key strategies to retain employees in an organisation.

### **Maslow's Theory of Motivation**

Yaya, Uzohue and Akintayo, (2016) have used the most famous theorist Abraham H. Maslow's Theory of Needs Hierarchy. This theory is named "A theory of human motivation" by Maslow (1954). The psychologist Maslow developed a five-step theory and explained that people are motivated by satisfying these five needs. Researchers in extensive literature stated an organization that meets the needs of employees ultimately increases work productivity.

According to Maslow (1954), in every human being, there are five types of requirements: Physiological needs, social needs, safety needs, self-esteem, and self-actualization. According to this hierarchy of needs, unmet needs demotivate individuals. The deficiency of basic needs is said to demotivate workers when they are unsatisfied. Psychological needs are considered the primary ones as compared to others. More so, they need to satisfy such needs will grow stronger the longer the duration is denied. The longer a person goes without eating, the hungrier the person becomes. One must meet lower-level basic needs before moving forward to meet higher-level growth needs. Once these needs have been reasonably satisfied, one can move up to the next level. Biological and physiological conditions are exemplary as air, food, drink, shelter, warmth, sex, and sleep. Second is safety needs - protection from elements, order, security, law, limits, stability, and freedom from fear. The third one is belongingness/love or Social Needs - belongingness, affection, and love, from a workgroup, family, friends, and romantic relationships. A fourth number is esteem needs - mastery, achievement, independence, status, dominance, prestige, self-respect, and others' respect. The last one is self-actualization needs - realizing personal potential, seeking personal, self-fulfillment, growth, and peak experiences.

### **Methodology**

A survey research design was adopted in this study as a result of the nature and population of the respondents. According to Yaya, Uzohue and Akintayo

(2016), survey research design assists in obtaining information by administering a questionnaire to respondents. The study also applied a quantitative research approach for the collection and analysis of data, it is considered the best approach to examine the relationship between the variables (Creswell 2014). The study adopted a questionnaire for the collection of data from respondents based on the available literature, specifically Maslow's theory that guides the study. The instrument used for the data collection in the study was adopted from the existing related relevant literature (Lawson, 2018; Antwi & Bello, 1993; Yaya, Uzohue & Akintayo, 2016). The adopted instrument consists of three parts with the first part consisting of respondents' demographic information like gender, age and professional education, The second part focused on motivation level, the four-point Likert scale (1 low; 4 very high) used, while the third part focused on collecting information to assess the level of work productivity also used a four-point Likert scale

### **Validity of the instrument**

To validate the questionnaire, a pilot study was conducted to check the reliability, and responses collected from the library staff that was not part of the study population. The instrument was a faced and content-validated by two experts in the Library and Information Science Department, University of Ilorin to assess the appropriateness of an instrument in measuring what is intended to measure (Uzoagulu 2011). The instrument was adapted from Yaya, Uzohue and Akintayo (2016). The experts were presented with the instruments containing the purpose of the study, during the validation exercise and were asked to scrutinize the instrument in terms of suitability, relevance, and clarity of language. After the validation, the corrections were effected and the instrument was found usable for the eventual collection of data.

## **Discussion of Findings**

### **Demographic information of the respondents**

**Table 1.** Percentages Distribution of library staff by Gender

Group	Frequency	Percentage (%)
Male	52	57.7
Female	38	42.3
<b>Total</b>	90	100.0

One hundred and five questionnaires were administered to the library staff working in the

universities and higher education institutions of Ogun state. 90 (85.7%) respondents, which consisted of 52 (57.7%) males and 38 (42.3%) females filled the questionnaires. In this study, a high response rate was received from male library staff.

**Figure 2.** Distribution of library staff by Age

Group	Frequency	Percentage
20-30 yrs	28	31%
31-40 yrs	35	39%
41-50 yrs	19	21%
Above 50 yrs	8	08%
<b>Total</b>	90	100.0

**Figure 4.** Motivational strategies

S/n	Motivation features	Mean	Rank
i	Office infrastructure	3.52	3
ii	Salary and bonus	3.61	1
iii	Organisation support	3.60	2
	<b>Security needs</b>		
i	Job security	3.51	3
ii	Staff evaluation	3.60	2
iii	Effective policies	3.62	1
	<b>Social need</b>		
i	Healthful relation with others at work	3.54	1
ii	Social responsibility	3.52	2
	<b>Esteem Needs</b>		
i	Recognition at work	3.51	2
ii	Sense of responsibility	3.50	3
iii	Respected opinion at work	3.60	1

BLIS/BSc respondents as the highest 65 (72%), while MLS and Ph.D were 20 (22%) and 5 (05%) respectively.

## Discussion

### **RQ1. What is the level of motivation of library staff?**

The application of descriptive statistics used found that library staff has a high level of work motivation and proficiency at work, which is ascribed to the financial incentives received from the management. Likewise, Olusadum and Anulika (2018) indicated that the most important reason for engaging in a job is to provide the basic needs of life which are called survival needs and employers should consider it paramount through the motivation of employees.

The following demographic information was gathered from the respondents regarding their age. The majority ranges between 31- 40 (39%), 20-30 (31%) and between 41-50 and 50 years above are 21% and 08% respectively

**Figure 3.** Percentages Distribution of Librarians by Qualification

Group	Frequency	Percentage
BSc/B.Ls	65	72
MLs	20	22
Ph.D	05	05
<b>Total</b>	90	100.0

The following demographic information shows the respondents' academic qualifications indicating

H01. There is no significant relationship between motivation and work productivity of library staff

The null hypothesis was rejected while the alternate was accepted, indicating that there is a significant relationship between the motivation and work productivity of librarians. Results indicated that staff are motivated by financial incentives, salary and bonuses, which was ranked highest with a mean score of 3.61 and office infrastructure was ranked lowest with a mean score of 3.52. It showed that a combination of many staff motivational factors leads to improved productivity as alluded by Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, and Eyiolorunshe, (2019) that

the success of any organization is pivoted on human capital. However, the result additionally indicated that the library staff are motivated financially, while office infrastructure is the least motivational factor.

The job security analysis indicated that effective policy was ranked highest with a mean score of 3.62, while job security was ranked lowest with a mean score of 3.51, it implies that effective policies play a vital role in the security needs of the library staff. The result implies that respected opinion at work plays a vital role in the self-esteem of library staff. Similarly, Tella and Ibinaiye (2020) found that implementation of a similar motivational environment should not be limited to but extended to all categories of staff in the academic libraries. Healthful relationship with others at work was sighted with a mean score of 3.54 and the highest, while social responsibility was ranked lowest with a mean score of 3.52. It simply shows that healthful relationship with others at work plays an important role in the social needs of librarians. Likewise, Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, and Eyiolorunsh, (2019) recommend that library management treat staff on merit motivate and improve organizational trust and increase the staff job satisfaction.

The esteem needs of the library staff indicated that respected opinion at work with a mean score of 3.60 was ranked highest, while a sense of responsibility was ranked lowest with a mean score of 3.50. The result corroborates with Yaya, Uzohue, and Akintayo (2016) scrutinized the correlational analysis between employee motivation and the productivity of librarians, they concluded work motivation improves the level of employee work performance while Yaya, J.A., Opeke and Onuoha (2016). Asserted that job satisfaction was correlated to staff motivation in selected public universities in Nigeria.

### Conclusion and Recommendations

This study concludes that there is a significant relationship between motivation strategies and the work productivity of librarians in the selected tertiary institutions. The motivational strategies should include financial incentives, improved office infrastructure, effective policy on job security, smooth working relationships with all categories of staff, social responsibility and respected opinion in the workplace. It is therefore imperative to recommend the followings;

1. Strategic motivational efforts toward improved productivity in the tertiary institution libraries should be internalized with operational rules by library managers.

2. The financial incentive that is enduring with the reality of time and economy must be an offer to motivate the staff.

3. Office infrastructure provides a convivial environment for staff that motivates staff to work in the tertiary institution library should be in place.

4. Formulation and implementation of effective policy on job security should be enshrined in the tertiary institution libraries to improve productivity by library managers.

5. The library managers should give improved working relationships among staff that are a professional and non-professional priority.

6. Social responsibility and respected opinion of staff were discovered by the study as motivational strategies which the tertiary institution libraries should as well focus towards improved staff productivities by library managers.

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