INFLUENCE OF MOTIVATIONAL FACTORS ON THE JOB SATISFACTION OF PROFESSIONAL LIBRARY STAFF IN ACADEMIC LIBRARIES IN GOMBE STATE, NIGERIA.

BY

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Abstract

The aim of the study was to investigate the influence of motivational factors on job satisfaction of professional library staff in academic libraries in Gombe State, Nigeria. The specific objectives are to: Examine the kinds of job performed by professional library staff, identify those factors that motivate professional library staff in academic libraries in Gombe State, Nigeria and to what extent are professional library staff satisfied with motivational factors in academic libraries in Gombe State, Nigeria. Descriptive survey design was used to carry out the research work with a sample of 63 professional library staff in academic libraries in Gombe State, Nigeria. Out of the 63 questionnaires distributed, 57 copies were returned and found valid for the analysis. The data collected was analysed using mean and standard deviation. The study found that training of professional Library staff and monetary factors were the major motivating factors in academic libraries in Gombe State, Nigeria to perform their jobs while communicating with coworkers inside the organization is the least factor that motivate the performance of professional library staff. The study also showed that professional librarians in academic libraries in Gombe State, Nigeria are satisfied with the identified motivational factors. The study recommends that communicating with coworkers should be encouraged so as to improve staff relationship and the library management should work on the physiological needs of professional library staff in the academic libraries Gombe State, Nigeria.

Key words: Motivational factors, Influence, Job, Satisfaction, Academic Libraries, Professional, Library, staff, Gombe, Nigeria.

Introduction

One of the duties of the library management is to motivate professional library staff and to understand how best to make work more satisfying for professional staff so as to overcome obstacles to effective satisfaction with the job. Employees can be said to be satisfied if all the factors that motivate employees are present, factors such as promotion, pay, working condition and the work itself. Professional library staffs work in library settings or information centers to foster an inclusive, progressive and satisfying work-place. They also serve as primary source of information for library management's decision making in terms of employee motivator and liaise with the users to get feedback on service rendered towards higher productivity.

Motivation is something that impels a person to act, or it is a reason of behaviour. They further stated that motivation is not manipulation of people but understanding of needs, or wages which prompt people to do things (Allan Gadon and Willits, 2011). A well-motivated staff is a great asset to any organization because he or she will always be production-hungry staff is usually proud, ready, willing, available, and able to deliver on any assigned task no matter the circumstance, making him to be highly efficient, focused and goal-oriented. For professional library staff to render maximum service there must be a drive or motivation urging them to greater effort and excellence (Lawal, 2004). It is a well-known fact that a happy worker is a satisfied worker.

To motivate staff to increase their productivity, satisfaction with job must be ensured. For example, satisfaction with work has the tendency to diminish irregular attendance, absenteeism, staff turnover, rate of accident, poor commitment to work, laziness, and other

negative factors which detract from efficiency and effectiveness in work roles. The more the needs of workers are satisfied by the organisation, the more they are motivated to reciprocate and satisfy the needs of the organisation (Abubakar, 2016).

Statement of the Problem

Motivation is a vital tool for all the activities carried out in academic libraries. This is because it gives job security and assurance that one does not find himself pavement looking for a new position or job. For employees to progress through certain positions at one's current place of work, above-average job performance is an important prerequisite. To qualify for internal promotions, special projects and professional development opportunities, the library management will look first to the above-average performing staff. Poor job performance breeds low productivity, absenteeism, low morale, conflict management, poor time management and bad staff communication skills. 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. Good motivation brings about high productivity, qualitative service delivery; high morale and material control (Adigu & Omodafe, 2008)

Based on the preliminary investigation carried out by the researcher in some academic libraries in Gombe State, Nigeria the researcher observed that professional library staff in academic libraries were having some challenges that resulted in low performance. The professional library staff were presumed to have nonchalant attitude towards their work like being absent on their duty post, lateness to work, complaining, transfer of aggression, procrastination, soldering etc. This may be as a result of not being satisfied with job. This assertion was supported by Ekere (2011) who stated that library staffs are not showing enough commitment to their job in spite of recent increases in salaries and allowances. Also, Abubakar (2016) stated that workers' productivity in the library has continued to dwindle as a result of certain factors which were lacking to boost the morale and enhance their productivity. In line with the preliminary investigation and support from literature, it became necessary for the researcher to carry out a study on the Influence of Motivation Factors on Job Satisfaction of Professional Library Staff in Academic Libraries in Gombe State, Nigeria.

Objectives

1. To examine the opinions of librarians concerning the nature of jobs performed by professional library staff in academic libraries in Gombe State, Nigeria.

2. To identify those factors that motivates professional library staff in academic libraries in Gombe State, Nigeria

3. To what extent are professional library staffs satisfied with motivational factors in academic libraries in Gombe State, Nigeria

Literature Review

According to Khanka (2008) motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive. It is a psychological feature that arouses an organism to act towards a desired goal and elicits controls and sustains certain goal directed behaviour. At the same time it could also be considered as a driving force, a psychological one that compels or reinforces an action towards a desired goal. Staffs deeply care about how they are perceived by the management and how they handle them with utmost compassion, professionalism, technical ability and diligence. Mosley (2004) asserted that the task of librarian is to help his client separate the static from the message to locate information within the enormous surge and rush of printed and other materials, precisely the knowledge he needs. However, to get employees to be satisfied

with the job, in line with the vision and mission of an organisation has never been an easy task to managers of organization particularly the library. Career Planner (2018) came up with duties and tasks performed by professional Library staff in the library among others are as follows: Review and evaluate resource materials, such as books and order print, audiovisual and electronic resources, locate unusual or unique information in response to specific requests, direct and train library staff in duties such as receiving, shelving, researching, cataloging, and equipment use, search standard reference materials, including on-line sources and the Internet, in order to answer patrons' reference questions, analyze patrons' requests to determine needed information, and assist in furnishing or locating that information and teach library patrons to search for information using databases.

The study carried out by Tumba and Temboge (2018) investigated the relationship between staff development programmes and job satisfaction among staff of higher institutions of learning in Adamawa state, with particular reference to Polytechnics, Monotechnics, and Colleges of Education Libraries in Adamawa state. The target population was 105 library staff which consisted of professionals, paraprofessionals, and the supportive staff of these libraries. The entire population was used as sample. One research question and two hypotheses were formulated to guide the study. Results obtained revealed that, the level of job satisfaction among staff in the selected academic libraries is very low, and there is no significant relationship between in-service training, informal training, and job satisfaction among the staff. Therefore, in-service training and informal training are not basis for job satisfaction among staff. The work recommends that, consideration be given to other components that facilitate satisfaction such as the work itself, monetary compensation for services rendered, suitable working environment and good supervisor-subordinate working relationship. The current study is different from pervious study in the sense that is looking at staff development and relationship while the current study is looking at motivational factors as strategies for influencing satisfaction with job in academic libraries.

Naangap (2012) investigated job satisfaction and job performance of library personnel of National Library of Nigeria. The study sought to find out their level of job satisfaction, level of job performance, relationship between their job satisfaction and job performance, barriers to their job satisfaction and job performance and the strategies to improving their job satisfaction and job performance. A descriptive research design was used for the study. The findings from the study revealed that library personnel are generally satisfied with their job but not satisfied with their salary and also their overall job performance is average. The relationship between their job satisfaction and job performance shows that there is a strong positive relationship between salary, responsibility and relationship with job performance, a week negative relationship between work-itself and job performance and a negative relationship between growth/advancement and recognition and job performance. Findings identified lack of inadequate professional training, poor policy, unsafe working environment and poor salary package as barriers to their job satisfaction and performance and effective communication, adequate professional development, good working conditions good salary package good policy as strategies to improving their job satisfaction and job performance. The study under review and the present study is different in the sense that the study under review is looking at job satisfaction and job performance while the current study is looking at motivational factors as a way of influencing employees satisfaction with the job.

According to Harmer (2012) several factors are responsible for employee's motivation in an organization, some of which are money, culture, interesting workplace, rewards, low stress, respect, trust, and job security. Firstly, money is sometimes the main cause of motivation, when employees spend majority of their time in the workplace, they need more money to motivate them. Using their talents, engaging them in challenging projects, offering

incentives, and creating a friendly and respectful environment with low stress and good pay are among the reasons employees will be glad to show up each day to contribute to the company's ultimate success. Secondly, the author went further to say that employees are motivated when they find their work interesting. Factors that motivate a person to work according to Chukwudi, Odogwe and Adedebinbo (2012) can be broadly divided into two groups: monetary factors and non- monetary factors. The monetary factors include salaries or wages, bonuses, incentives, special individual incentives, and the non-monetary factors comprises of job title, status, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, worker participation, cordial relations, proper job placement, proper promotion and transfer, proper performance feedback, providing training to employees and proper welfare facilities.

Research Methodology

The descriptive survey method was used to carry out the study. The target populations for the study are professional library staff in academic libraries in Gombe State. Academic libraries in Gombe State have a total population of 63 professional library staff. The whole population consists of the sample size for this study the instrument used to collect data from the respondents was questionnaires. Out of the 63 questionnaires distributed, 57 was returned and found valid for the analysis.

Findings and discussion
Table 1: Nature of jobs performed by Professional Library Staff in Academic Libraries

This research question sought to find out the opinions of professional library staff concerning the nature of jobs they perform in academic libraries in Gombe State, Nigeria. This is presented in Table 1.

Table 1:   Nature of Jobs Performed by Professional Library Staff in Academic Libraries

Items	ABCL			CLG			CLB			CLK			CNMLG			FULK			GSUL			Total	Mean	Std. Dev.
	A	D	U	A	D	U	A	D	U	A	D	U	A	D	U	A	D	U	A	D	U			
Analyze patrons' requests to determine needed information, and assist in furnishing or locating that information	5	2	0	9	2	1	5	0	0	1	2	0	2	0	0	6	6	2	6	6	3	58	2.60	0.46
Keep records of circulation and materials	5	1	1	11	1	0	3	2	0	1	2	0	2	0	0	6	7	1	5	5	5	58	2.54	0.53
Supervise budgeting, planning and personnel activities	5	1	1	6	4	2	1	3	1	3	0	0	2	0	0	8	4	2	6	4	5	58	2.49	0.56
Explain use of library facilities, resources, equipment and services and provide information about library services	6	1	0	9	1	2	5	0	0	1	2	0	0	2	0	9	4	1	6	4	5	58	2.51	0.42
Review and evaluate resource materials such as books and order print, audiovisual and electronic resources	6	1	0	9	3	0	4	1	0	3	0	0	2	0	0	6	7	1	6	4	5	58	2.69	0.40
Code, classify stems and catalog books, publications, films, audiovisual aids and other library materials based on subject matter or standard library classification systems	5	2	0	8	2	2	3	1	1	3	0	0	2	0	0	9	5	0	6	4	5	58	2.62	0.51
Direct and train library staff in duties such as receiving, shelving, researching, cataloging and equipment use.	5	2	0	10	2	0	4	1	0	3	0	0	2	0	0	8	5	1	6	4	5	58	2.70	0.41
Organize collections of books, publications, documents, audiovisual aids and other reference materials for convenient access	2	5	0	8	2	2	5	0	0	2	1	0	2	0	0	5	6	3	6	4	5	58	2.38	0.50
Compile lists of books, periodicals, articles and audiovisual materials on particular subjects	2	5	0	6	5	1	5	0	0	3	0	0	0	2	0	5	8	1	5	5	5	58	2.43	0.37
Arrange for interlibrary loans of materials not available in a particular library	2	5	0	5	6	1	5	0	0	2	1	0	0	2	0	8	6	0	6	3	6	58	2.41	0.45
Compile list of overdue materials and notify borrowers that their materials are overdue	3	4	0	8	3	1	4	1	0	1	2	0	0	2	0	7	6	1	6	4	5	58	2.38	0.54
Collaborate with other libraries for library services, materials and equipment	4	3	0	5	3	4	4	1	0	3	0	0	0	2	0	9	4	1	6	4	5	58	2.44	0.49
Cumulative																							**2.52**	**0.47**

Source: Field Survey, 2018

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Benchmark Mean: Mean ≥2.00 = Agree; Mean < 2.00 = Disagree

Key: **ABCL** –Adamu Bello Complex Library Dadin Kowa;   **CNMLM -** College of Nursing and Midwifery Gombe

CLG -College LibraryGombe   **FULK –** Federal University Library Kashere;

CLB –College Library Billiri;   **GSUL** – Gombe State University Library;

CLK –College Library Kaltungo

A-   Agreed

D-   Disagree

U-   Undecided

Table 1 shows the respondents' opinions on the nature of jobs performed by librarians in academic libraries in Gombe State, Nigeria. The Table revealed a cumulative mean response of all the items as 2.52 which is greater than the benchmark mean of 2.00 with the standard deviation value of 0.47 implying that their responses were noteworthy. Explicitly, majority were of the opinion that direct and train library staff in duties such as receiving, shelving, researching, cataloging and equipment use are the major job performed by librarians in academic libraries as these items attracted the highest mean response of 2.70 and standard deviation of 0.41 with details showing that 38 respondents were in agreement while 14 respondents disagreed with this view. This implies that respondents agreed to all the mentioned items as jobs performed by librarians in academic libraries in Gombe State, Nigeria. This is because all the 12 items had means greater than the benchmark of 2.00.

This finding is in line with duties performed by librarians in the library as outlined by Career Planner (2018). The finding revealed that although several duties are performed by librarians in the library, directing and training of library staff in duties such as receiving, shelving, researching, cataloging, and equipment use are the major duties performed by librarians. Other functions based on the opinions of respondents in the study include but not limited to; reviewing and evaluating resource materials such as books and order print, audiovisual and electronic resources. The finding is also in line with Mosley (2004) who asserted that the task of the librarians is to help client separate the static from the message to locate information within the enormous surge and rush of printed and other materials, precisely the knowledge he needs. By implication, Professional library staffs serve as the brainbox behind any functional library as numerous functions are carried out by them in the library in order to ensure a smooth running of the library specifically to meet the information resource needs of clients.

Table 2: Factors that motivate Professional Library Staff in Academic Libraries

In order to identify the factors that motivate professional library staff in academic libraries in Gombe State, the respondents were asked to indicate from a list of motivational factors that were being used by the institutions in this study area. This is presented in Table 2.

Table 2: Factors that motivate Professional Library Staff in Academic Libraries

Response	ABCL			CLG			CLB			CLK			CNML			ULK			GSUL			Total	Mean	Std. Dev.
	M	NM	U	M	NM	U	M	NM	U	M	NM	U	M	NM	U	M	NM	U	M	NM	U			
Training	5	2	0	8	4	0	5	0	0	1	2	0	2	0	0	8	5	1	5	4	6	58	2.59	0.44
Trust and respect	7	0	0	5	5	2	2	1	2	2	1	0	0	2	0	7	6	1	6	5	4	58	2.21	0.53
Incentives	2	5	0	8	2	2	5	0	0	2	1	0	2	0	0	5	6	3	6	4	5	58	2.38	0.50
Conducive environment	3	3	1	6	5	1	4	1	0	1	2	0	0	2	0	6	7	1	6	4	5	58	2.32	0.57
Communicating with coworkers	5	2	0	3	5	4	0	5	0	0	3	0	2	0	2	5	8	1	6	4	5	58	2.14	0.40
Monetary factors	5	2	0	5	6	1	5	0	0	3	0	0	0	2	0	5	8	1	6	4	5	58	2.49	0.38
Non-monetary factors	3	2	2	7	4	1	4	0	1	1	2	0	0	2	0	7	6	1	6	5	4	58	2.30	0.65
Physiological needs	3	2	0	5	5	4	0	0	0	0	8	5	0	0	2	5	3	5	6	4	1	58	2.14	0.40
Security needs	1	3	0	2	9	4	4	1	0	1	2	0	0	2	0	3	9	2	6	4	5	58	2.27	0.60
Social needs	4	3	0	2	2	1	4	1	0	1	2	0	0	9	0	3	9	2	6	4	5	58	2.27	0.60
Self-esteem	4	4	0	3	5	3	3	2	0	2	1	0	0	0	2	7	6	1	6	4	5	58	2.18	0.57
Self-actualization	3	4	0	4	5	3	3	2	0	2	1	0	0	0	2	7	6	1	6	4	5	58	2.18	0.40
Cumulative																							**2.29**	**0.50**

Source: Field Survey, 2018

Benchmark Mean: Mean ≥2.00 = Motivated; Mean < 2.00 = Not Motivated

Key: **ABCL –**Adamu Bello Comlpex Library Dadin Kowa;   **CNMLM -** College of Nursing and Midwifery Gombe
 CLG -College LibraryGombe   **FULK –** Federal University Library Kashere;
 CLB –College Library Billiri;   **GSUL** – Gombe State University Library;
 CLK –College Library Kaltungo

   M-Motivated

   NT- Not Motivated

   U- Undecided

Table 2 shows the respondents' opinions on the factors that motivate professional library staff to perform their jobs in academic libraries in Gombe State, Nigeria. The Table has revealed a cumulative mean response of all the items as 2.29 which is greater than the benchmark mean of 2.00 with the standard deviation value of 0.30 implying that their responses were notable. Particularly, majority were of the opinion that training motivates librarians to perform their job in academic libraries in Gombe State as this item attracted the highest mean response of 2.59 and standard deviation of 0.44 with details showing that 34 respondents were in agreement while 17 respondents disagreed to this view. Other motivating factors include; monetary factors (such as salaries or wages, bonuses and incentives) with mean of 2.49, incentives that includes bonuses and pay rise often with a mean of 2.38

Table 2 also revealed that communicating with coworkers inside the organization as well as the physiological needs such as enough work space, appropriate lighting, appropriate temperature and water fountains are the least motivation with means of 2.14 and standard deviation of 0.40 each. This implies that factors such as training and monetary factors motivate librarians to perform their duties well. This is in line with the finding of Chukwudi, Odogwe and Adedebinbo (2012) who revealed that monetary and non-monetary factors such as providing training to employees motivate librarians to do their work well. The finding is also in line with Harmer (2012) who noted that reward is another factor, while pay may not always be a worker's prime reason for motivation, incentives such as getting a better office space, a few extra paid vacation days and other benefits can significantly increase workers' performance. This might not be unconnected with the fact that majority of librarians spend much of their time at work and motivational strategies or factors which could either be in monetary form or non-monetary form could serve as a drive towards the effective performance of job which in turn will enhance productivity. By implication, professional library staff are motivated not only by monetary factors alone but a combination of both money and conducive work environment as well as other incentives such as rewards boost the satisfaction of staff in the libraries.

Table 3: Extent at which Motivational factors Satisfy Professional Library staff in Academic Libraries

This research question sought to find out the extent at which motivational factors satisfy professional library staff in academic libraries in Gombe State, Nigeria as presented in Table 3

Tables 3: Extent to which Motivational factors Satisfied Professional Library staff in Academic Libraries

Items	ABCL			CLG			CLB			CLK			CNML			FULK			GSUL			Total	Mean	Std. Dev.
	S	NS	U	S	NS	U	S	NS	U	S	NS	U	S	NS	U	S	NS	U	S	NS	U			
Training	3	4	0	7	4	1	4	1	0	1	2	0	2	0	0	6	7	1	7	5	3	58	2.53	0.52
Trust and respect	5	2	0	5	6	1	3	2	0	1	2	0	2	0	0	7	6	1	6	4	5	58	2.50	0.54
Incentives	6	1	0	4	7	1	3	1	1	2	1	0	0	2	0	7	5	2	6	4	5	58	2.37	0.59
Conducive environment	7	0	0	4	7	1	3	1	1	1	2	0	0	2	0	7	5	2	6	4	5	58	2.34	0.53
Communicating with coworkers	5	2	0	5	6	1	4	0	1	0	3	0	2	0	0	4	9	1	5	5	5	58	2.41	0.49
Monetary factors	5	2	0	3	6	3	4	0	1	2	1	0	1	1	0	7	6	1	8	2	5	58	2.44	0.71
Non-monetary	2	5	0	4	7	1	5	0	0	2	1	0	0	2	0	3	8	3	6	3	6	58	2.32	0.47
Physiological needs	1	6	0	3	8	1	3	2	0	2	1	0	0	2	0	5	8	1	6	4	5	58	2.28	0.51
Security needs	3	4	0	4	6	2	3	2	0	3	0	0	0	2	0	4	9	1	6	4	5	58	2.35	0.47
Social needs	6	1	0	2	8	2	5	0	0	1	2	0	0	2	0	4	9	1	6	4	5	58	2.35	0.43
Self-esteem need	6	1	0	2	7	3	4	1	0	2	1	0	2	0	0	7	4	3	6	4	5	58	2.52	0.54
Self-actualization	7	0	0	3	5	2	3	1	1	2	1	0	0	2	0	7	6	1	6	4	5	58	2.36	0.54
Cumulative																							**2.40**	**0.53**

Source: Field Survey, 2018

Benchmark Mean: Mean ≥2.00 = Satisfied; Mean < 2.00 = Not Satisfied

Key: **ABCL** –Adamu Bello Complex Library Dadin Kowa;   **CNMLM -** College of Nursing and Midwifery Gombe

CLG -College LibraryGombe   **FULK** – Federal University Library Kashere;

CLB –College Library Billiri;   **GSUL** – Gombe State University Library;

CLK –College Library Kaltungo

S- Satisfied

NS- Not Satisfied

U- Undecided

Table 3 shows the respondents' opinions on the extent to which factors of motivation satisfied professional library staff in academic libraries in Gombe State, Nigeria. It revealed a cumulative mean response of all the items as 2.40 which is greater than the benchmark mean of 2.00 with the standard deviation value of 0.53 implying that their responses were significant. Particularly, majority were of the opinion that respondents were highly satisfied with training as this item attracted the highest mean response of 2.53 and standard deviation of 0.52 with details showing that 30 respondents were in agreement while 23 respondents disagreed to this view. Respondents are also highly satisfied with self-esteem need with a mean of 2.52 while trust and respect with a mean of 2.50. Table 3 also revealed that physiological needs have the least motivation with mean of 2.28 and standard deviation of 0.51.

Results obtained in table 3 shows that professional library staffs in academic libraries in Gombe State are satisfied with the identified factors of motivation as all the items have means which are greater than the benchmark mean of 2.00. This is evident in the cumulative response on the satisfaction of professional library staff as a result of motivational factors with a mean of 2.40 which is greater than the benchmark mean. The high extent of satisfaction with the job by professional library staff in Gombe State could be as a result of motivational factors put in place by the academic libraries in Gombe State. This is in line with Abubakar (2016) who found out that motivating staff increases productivity and satisfaction with job must be ensured as satisfaction with work has the tendency of diminishing irregular attendance, absenteeism, staff turnover, rate of accident, poor commitment to work, laziness, and other negative factors which detract from efficiency and effectiveness in work roles.

Conclusion

Motivational factors play important roles in the job satisfaction of employees for organisational success and work effectiveness. Motivation factors such as training and monetary (such as salaries or wages, bonuses and incentives) motivate professional library staff in academic libraries in Gombe State, Nigeria. The implication is that when employees are happy they tend to put in their best to achieve the organisational goals particularly in the library setting.

Recommendations

1. Library management should organize seminars on the need to organize collections of books, publications, documents, audiovisual aids and other reference materials for convenient access so as to improve on other jobs where the professional librarians are lagging.

2. Communicating with coworkers should be encouraged so as to improve staff relationships, and the library management should work on the physiological needs of professional librarians in the academic libraries.

3. There is need to improve on the level of satisfaction derived from organized collections of books, publications, documents, audiovisuals aids and other references materials so as to increase the level of satisfaction with the job on these motivational factors.

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