Motivational Factors for Job Satisfaction among Librarians in University Libraries in Nigeria

Ekere, J.N.
Nnamdi Azikiwe Library
University of Nigeria, Nsukka

Abstract

The purpose of the study was to determine the motivational factors for job satisfaction among librarians in university libraries in Nigeria. Survey research design was employed to determine the factors that motivate librarians. A sample of 458 librarians from 31 university libraries in Nigeria was used. Questionnaire was the instrument used for data collection. The questionnaire was adapted from the Minnesota Satisfaction Questionnaire. Data were analyzed using mean. The finding showed motivational factors, including, among others, work itself, achievement, recognition, responsibility and advancement. Based on the findings it was recommended that university library management in Nigeria should promote the motivational factors among the librarians.

Keywords: Motivation, Factors, Job Satisfaction, Librarians, Universities

Introduction

Motivation can be defined as the process of stimulating librarians to perform their jobs effectively. The individual and the library management jointly contribute to this process. While the individual brings personal needs, desires and expectations, the library management provides enabling work environment/ conditions. When the two dovetail (fit together well) librarians are motivated. If university libraries are set to make maximum utilization of its workforce, there is to motivate it, especially when one considers the high level of service expected from such libraries. Without motivation, there would be no purposeful organized behavior by the individual either at work or elsewhere (Sheikh, 2003).

Odenewu (2005) opined that an employee's aspiration may be achieved or challenged when he is adequately motivated, but where he is frustrated however, aggression,

hostility and apathy may be the result. From the foregoing, it can be deduced that motivational factors which are also set of intrinsic factors are referred to as motivators and these include recognition, achievement, advancement, responsibility, and work itself which if present lead to strong level of motivation that results in good job performance.

Furthermore, it is obvious that what compels willingness and maintain a behavior is motivation. Librarians as workers in the university libraries need to be motivated so as to enhance productivity. From the foregoing, it can be deduced that motivational factors otherwise called the motivators, where present lead to strong motivation, satisfaction and good job performance.

Motivation is essential in the practice and management of any organization. All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, more importantly, the work they do and the organization context within which they carry out that work. Employee motivation is one of the strategies of managers to enhance effective job performance among

workers in organizations. Motivation is a basic psychological process. Motivating is the management process of influencing behaviour based on the knowledge of what make people tick (Luthans , 1998). He asserts that motivation is the process that arouses, energizes, directs and sustain behaviour and performance. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Motivating people is about getting them to move in the direction they are expected to go in order to achieve a result. This implies that motivation is an embracing factor in an employer's development to accomplish personal as well as organizational goals. The motivational level of the employee responds to opportunities, responsibilities and organizational rules and regulations. It is in this line that motivation is seen as that fuel which provides energy for human action and further spurs readiness for actions.

Many organizations want their employees to perform to the best of their abilities, yet motivation remains a difficult factor to manage. Employees' aspirations and target do not always match with what their employer can provide. It has been

suggested that proper motivation can significantly influence the attitude of workers towards their jobs and hence affect the performance of such employees on the job. For employers who successfully motivate their staff, it often translates to less absenteeism and turnover, greater satisfaction and commitment and ultimately higher productivity or performance in the work place.

There is need to understand why people choose to perform satisfactorily; why some people appear to be committed to their jobs and others are often absent. There is also need to find out what rewards and incentives individuals value so that where possible, it could be provided. People are usually willing to work harder when they expect to benefit by doing so.

In other words, people exert effort when the effort help them meet some personal needs. Commitment is a product of motivation (Stoner 2002). Obisi (1996) stated that human resources being the major essential element of an enterprise need to be handled with care, for they are the key to higher productivity. One of the basic and major needs in any organization is to evaluate its employee's performance continually to find out whether they improve or not.

Maslow organized the needs underlying human motivation in a hierarchy on five levels: Physiological needs, Safety, Social needs, Esteem and Self-actualization (Maslow 1954)

1. *Physiological Needs* – needs required to sustain life such as: air, water, food, and sleep. These are needs that are basic to existence.
2. *Safety and Security* – Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs maybe fulfilled by: living in a safe area, medical insurance, job security, and financial reserves.
3. *Social Needs* – Once lower level needs are met, higher level motivators awaken. Social needs are those related to interaction with others and may include: friendship, belonging to a group, and giving and receiving love.
4. *Esteem Needs* – After a person feels that he or she belongs, the urge to attain a degree of importance emerges. Esteem needs can be categorized as both external and internal motivators. Internally motivating esteem needs are those such as self-esteem, accomplishment, and self-respect. External esteem needs are those such as reputation, social status, and recognition
5. *Self-Actualization* – is the summit of Maslow's motivation theory. It is about the quest for reaching one's

full potential as a person.. They are said to have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization.

Herzberg(1959) observed that motivation has two dimensions; hygiene factors and the surrounding motivators. These can prevent dissatisfaction. The hygiene factors include such things as salary, supervision, administrative policies, working conditions, interpersonal relation and job security. The motivators include work itself, achievement, recognition, responsibility and advancement. The presence of motivators caused enduring states of motivation in employees but their absence did not lead to dissatisfaction. Hygiene factors on the other hand produced an acceptable working environment but did not increase satisfaction-their absence did however cause job dissatisfaction. The implication of this theory is that for employees to be truly satisfied and perform above minimum standards, motivators had to be built into the job. Herzberg's two-factor theory plays important roles in the development of human resources in the library.

Research Question: The following research question guided the study:
1. What are the factors that motivate librarians in University libraries in Nigeria?

Methodology

Area of the Study: This was a survey .The area of the study covered the six geo-political zones of Nigeria. It covered all the university libraries in the area.

Population for the Study: The population of this study consisted of all librarians in the 25 Federal and 26 State Universities in Nigeria. They were 685 in number at the time of the study. Out of this number 456 work in Federal universities while 229 work in State universities. They comprise of males and female librarians who had their education and training in different universities in Nigeria and foreign countries. They are of different age groups, they also posses different years of working experience in libraries. For the purpose of this study, the term librarians refer to the library staff with a degree in library and information science or in other subject areas and a post-graduate diploma or other qualifications in library and information science.

Sample for the Study: A sample of 458 librarians representing 80% of the population of librarians in Federal and State universities in Nigeria was used for this study. It is the view of the researcher that using 80% as sample is adequate enough to generalize the findings to the entire population. Furthermore, the sample size is closer to the total population. In arriving at this sample size,15 universities representing 60% of the 25 federal universities and 16 universities representing 60% of the 26 State universities were randomly sampled using proportionate stratified random sampling .

Instrument for Data Collection: Questionnaire adapted from the Minnesota Satisfaction Questionnaire (1977) to reflect local conditions and job peculiar to library in Nigeria. 50 items were adapted from slightly modified version of the Minnesota Satisfaction Questionnaire (MSQ) (1977). Respondents were requested to check their responses on five-point Likert rating scale.

Data Collection and Analysis Techniques: Four hundred and fifty three (453) copies of questionnaire were administered to respondents by hand. Only 358 copies were returned, indicating 80% return rate. Only 330 copies were correctly completed and used for the study. The data were analyzed using mean and standard deviation statistics.

Findings of the Study
Motivational factors that exist in university libraries in Nigeria are summarized in Table 1.

Table 1: Mean and standard deviation of responses of the librarians on motivational factors that exist in university libraries in Nigeria (N = 330)

Motivational Factors	Mean	Std. Deviation	Remarks
Overall for Work Itself	3.35	.57908	
My job is meaningful	4.41	1.17508	
I have tenured appointment	3.47	1.77645	
My job is not threatened	3.82	1.50627	
Salary regularly paid	4.28	1.10373	
Salary paid on time	3.97	1.25084	
Opportunity exists to do work differently	3.65	1.26554	
Overall for Achievement	**4.12**	**.77411**	**Applicable**
My job has achievable goals	4.38	.95865	
Challenging tasks are assigned to me	4.24	.98873	
My talents are utilized	4.19	1.01504	
Regular feedback on job performance received.	3.68	1.18097	

Overall for Recognition	**3.56**	**.96992**	**Applicable**
Recognition of successful accomplished tasks	3.73	1.12662	
Meaningful recognition of successfully accomplished tasks	3.60	1.16245	
My views are sought for in decision making	3.37	1.30134	
Commended for a job well done	3.51	1.25774	
Overall for Responsibility	**3.32**	**1.06787**	**Applicable**
Membership of library committees	3.44	1.53124	
Membership of committees outside the library	2.84	1.66414	
Headship of a Section / Division of the library	3.50	1.63222	
Involvement in library orientation	3.69	1.49944	
Participation in teaching of the Use of library to students/researchers	3.51	1.69789	
Nomination to participate in conferences/workshops	3.27	1.52178	
Nomination to participate in University functions	3.00	1.48958	
Overall for Advancement	**3.84**	**.91992**	**Applicable**
Acquired further education and training	4.02	1.24841	
Acquired committee experience	3.41	1.39723	
There is support for professional growth	3.68	1.29864	
There is possibility of self-actualization on the job	3.99	1.05040	
There is an opportunity for promotion.	4.10	1.15343	

Table 1 shows the mean and standard deviation of responses of the librarians on motivational factors that exist in university libraries in Nigeria. The table shows that quite a number of motivational factors exist in university libraries in Nigeria. These factors as can be seen from the above table are work itself (3.35), achievement (4.13), recognition (3.56), responsibility (3.32) and advancement (3.85).

Discussion

The major findings are motivational factors relating to work itself, achievement, recognition, responsibility and advancement were perceived by the librarians as motivational factors

It was found in this study that the factors that motivate librarians are work itself, achievement, recognition, responsibility and advancement. The result shows that Nigerian university librarians are

motivated by their academic and professional achievements. This is in line with other studies such as that of Chiwe in Edem and Lawal (1994), who compared reference and cataloguing librarians in the United States University libraries and noted that achievement ranked very high as a factor which gave librarians job satisfaction. This achievement was seen in terms of their academic improvement on the job, such as acquiring additional academic and professional qualifications. Such additional academic qualifications expose librarians to the acquisition of new knowledge.

Assigned responsibility also motivates librarians in Nigeria. This result agrees with those of D'Elia (1999) in Tella and Popoola (2007) who reported in a study that responsibility in this study is the opportunity given to librarians to exercise authority. Such librarians are heads of departments, divisions, and units. Sometimes they are given responsibility to represent university librarians at either faculty board meeting or departmental committee meetings. The findings also show that librarians are motivated with the recognition accorded which makes them more productive. This finding agrees with Plate and Stone (1994) who studied the factors which give librarians satisfaction in libraries in USA. Their research revealed that recognition,

achievement, advancement and responsibility are the most important dimensions of job satisfaction which motivate librarians in university libraries.

Similarly, Nkereuwem (1990) noted that librarians in university libraries in Nigeria seem to be satisfied with the recognition for a job well done more than anything else. An examination of the responses showed that these motivational factors are important to staff productivity and need to be sustained in university libraries in Nigeria. Since the main aim of motivating staff is to get the best out of such staff, it is assumed that a motivated staff will exhibit commitment at his workplace. There is the need to encourage librarians by adequately motivating them, so as to get from them the highest level of commitment desired in such libraries.

Implications of the Findings
The findings of this study have implications for University top management, University library management, and librarians. This study found that university library policy, prompt payment of salaries and provision of physical working conditions were job satisfaction factors. This shows that the librarians were satisfied with these factors. University top management should continue to make job satisfaction

policies such as adequate provision of physical facilities, conducive working environment, work incentives (car loan, housing loan, study leave allowance, etc) to work with leading to job satisfaction of university personnel including librarians. On the other hand failure to take into consideration the aforementioned factors which are the welfare of its personnel including librarians may lead job dissatisfaction.

Conclusion

All organizations, regardless of size, sector or industry require motivated employees to function effectively. Motivated employees are needed in our rapidly changing workplaces. They help organizations to survive, and are more productive. To be effective, management needs to understand what motivates librarians within the context of the roles they perform. Motivated employees are contented, dedicated and work enthusiastically. The outcome of a motivated workforce includes employee retention, loyalty and harmony. These are the factors that contribute significantly to the development of the organization. Poor employee motivation in the workplace predispose parties in a work place to resort to behavior such as strike, picketing, boycotts, intimidation, lockout, low team morale, lack of initiative, lack of

energy, mistakes and high staff turnover e.t.c. Each of the above actions has grim consequences on the productivity of an organization. (Obisi 1996). The librarians have a clear perception of motivational factors and job satisfaction. These include work itself, achievement, recognition, responsibility and advancement. It then follows that these librarians know what should be done to motivate them to attain job satisfaction. It is also evident from the analysis of data that librarianship in Nigeria could be seen as highly motivated as the librarians' responses indicated that there is a high level of job satisfaction among them. Motivational factors and job satisfaction are strongly linked. Evidently, the rightful application of motivational factors on the librarians is expected to result in job satisfaction among them.

Recommendations

1. Library management should improve the job skills of librarians through conferences, seminars and workshops, which enable librarians to acquire the knowledge and skills required in the integration of information technology into the library.
2. Every librarian has a powerful motivational fuse, which should be plugged timely and appropriately. Proper management of their intrinsic expectations will

definitely go a long way in enhancing the perceived level of intrinsic satisfaction. This would enable them put forward physical, mental, intellectual, social and spiritual efforts to turn out superior work performance.

3. An effective performance management system will ensure the provision of monetary and non-monetary (psychological) rewards and recognition schemes under which professional librarians would experience happiness and enhancement of their self-esteem and by so doing they are motivated to be on the right track of superior service delivery.

4. Good working conditions and environment should be provided within the workplace to make librarians increase their job performance in order to realize the objectives of the library in particular and that of the university.

References

Edem,U.S and Lawal, O.O (1994). Job satisfaction and Publication Output among Librarians in Nigerian Universities. *Library Management 20(1); 39-46*

Herzberg, F. (1959). *The Motivation to work.* 2nd ed. New York: John Wiley and Sons.

Luthans, F. (1998). Relationship between Job Satisfaction and Job Performance. In S.P. Robbins (ed). *Organizational Behaviour*, Singapore: Prentice-Hill.

Maslow, A.H. (1954). *Motivation and Personality*. New York: Haper and Row.

Odunewu, A.O, (2005). Academic Libraries Employee Motivation: A case study of Olabisi Onabanjo University. *Journal of Library and Information Science* 3 (1& 2): 30 - 39.

Plate,K, and Stone, E(1994). Factors Affecting Librarians' Job Satisfaction; A Report of Two Studies, *Library Quarterly* 44;97-100.

Tella, Ayeni and Popoola (2007). Work Motivation, Job Satisfaction and Organizational Commitment of Library Personnel in Academic and Research libraries in Oyo State. *Library philosophy and Practice. Available at :(file://E:\jobmotivationandsatisfaction.htm (accessed on November 12, 2007).*