

## **Staff Motivation for Improved Productivity in Federal Polytechnic Libraries in North-Central States of Nigeria**

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### **Abstract**

The paper examined staff motivation for improved productivity in federal polytechnic Offa in north central state of Nigeria. The study adopted descriptive survey design and the total population for the study was 66 staff. Due to the fact that the population was not large, total enumeration was used for the sample size and purposive sampling technique was adopted. The study revealed that the criteria for extend of motivation by head of libraries showed that Opportunity for promotion, advancement with relative important index (RII) of 0.94375 ranked. Also, the result of the RII shows that Librarianship career and I am satisfied with my job having RII of 0.94375 and 0.928125 ranked first and second respectively. The result for challenges encountered by library heads in motivation of staff shows that Lack of fund is the major challenge encountered by library heads in motivating staff with RII of 0.871875. It was concluded that staff need to be motivated in order to get good result and improved productivity. It was recommended that staff should be regularly motivated and fund should be released to the library.

**Keywords:** Staff, Motivation, Productivity, Northcentral, Nigeria

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### **I. INTRODUCTION**

The overall goal of every academic library is the delivery of efficient and effective service to its clientele/users, this can only be possible when the welfare of library staff is given utmost priority. As an academic organization, they exist to support the overall objective of the parent institution (learning, teaching, research and community services) and it is expected that these parent institutions (polytechnics) pay particular attention to the needs and welfare of its employees. No matter the size of a functional library, as well as the scope and richness of its collection, the employer of a library cannot meet its set goals if the staff are not well-trained, properly equipped and highly motivated. Motivation of staff is one of the major factors that employers can use to enable workers put in their best in discharging their duties in the academic library set up.

There are two categories of staff, namely, professional and non professionals. These people have diverse educational and cultural backgrounds with different needs and levels of aspirations. The professional staff are mostly in leadership positions and are responsible to the polytechnic librarian for the day to day administration of the various units/departments under them. Their chief reward is the work itself as they also value support from the staff under them. The Para-Professional staff possess skills that are needed for library activities, they are also referred to as 'support staff' and they always constitute the majority of the workforce in the academic library. They form the backbone of the library staff and their morale and enthusiasm must be maintained if the library is to be successfully staffed. They are often engaged alongside with the junior staff in duties such as ordering, filing, shelving, charging and discharging of books, bibliographic searching, stamping, accessioning and using the internet for e-mail and other electronic services to their clientele. The management of polytechnics must ensure that these staff are duly motivated and their personal needs met.

Effective motivation brings about higher productivity of workers in any organisation especially in polytechnic libraries. The more motivated the library staff are, the more empowered the team is. Thus, lead to an optimistic and challenging attitude at work place. In other words, motivation is an essential factor that enhances the general well-being of any organization. Motivation plays a key role for workplace productivity and quality. Moreover, library staff needs motivation in order to effectively and efficiently carry out their task bestowed on them without looking back.

For any organisation to survive in achieving organizational productivity there is need to improve motivation of staff which is essential for them to remain in the hub of activities for a long term. When an organization achieves higher productivity, the standard of life of the people will be changed because individual will be rewarded. Hence it is the responsibility of those in control of organization to employ various strategies of

motivation on their staff for effective and efficient production of goods and services as well as paying particular attention to the needs and welfare of its employees.

Productivity is the relationship between output (goods and services produced) and the inputs (resources utilized) to produce them. It can also be referred to as the effective and efficient use of resources such as land, labour, capital, materials, energy and information in the production of various goods and services in an organization. In this case productivity implies a greater use of resources, where the increase in profitability provides new opportunity for investment. Productivity has become the watchword for a number of problems faced by organizations in order to survive. It should be noted that an increase in motivation will result to higher productivity whereas if motivation decrease, it brings low productivity among library staff, industrial disharmony, employee turnover and absenteeism, stress related diseases like high blood pressure, etc. Senyah (2003) stated that when motivation of employees declines they tend to show aggression, apathy, and hostility as well as perform their task below expectation thus undermining efficiency, productivity and sustainability. Motivation is dynamic therefore it is thus essential to motivate and to be motivated.

Motivation of staff is one of the major factors that employers can use to enable workers put in their best in discharging their duties. According to Datta and Datta (2013) motivation could be regarded as “those factors that energize, direct, and sustain human behaviour towards a particular course of action. In the academic library set up, there are two categories of staff, namely, professional and non-professionals. These people have diverse educational and cultural backgrounds with different needs and levels of aspirations. The professional staff are mostly in leadership positions and are responsible to the Polytechnic Librarian for the day to day administration of the various units/departments under them. Their chief reward is the work itself, they also value support from the staff under them. The Para-Professional staff possesses skills that are needed for library activities, they are also referred to as 'support staff' and they always constitute the majority of the workforce in the academic library. They form the backbone of the library staff and their morale and enthusiasm must be maintained if the library is to be successfully staffed. The management of polytechnics must ensure that these staff are duly motivated and their personal needs met.

## **1.2 Statement of Problem**

Motivation of staff is a key resource for high productivity in any library setting especially federal polytechnic libraries as staff are not well motivated to put in their best in terms of service delivery to patrons. The multiplication effect is that staff and patrons are not satisfied with the level of services rendered in most of the libraries. Hence, a satisfied worker is a happy and productive worker. When staff are dissatisfied and demotivated they will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment in achieving goals and objectives of the organization. In a research conducted by Iyoro (2005), he reported that librarians are dissatisfied as regarding physical conditions, recognition with the work conducted, obtaining respect with job conducted, job security, promotion, wages, social status, social services having authority and responsibility. It therefore becomes important for managers/head of libraries to take cursory look at various ways by which library staff can be motivated for improved productivity. If enhanced productivity is the key to a high return on investment in human resources, then motivation is unquestionably a crucial impetus for a performance oriented workforce. Therefore, management of polytechnic libraries must take earnest effort to understand fully what motivate library staff and what their needs are in connection with their jobs. Thus, the researcher in this study conceptualizes staff motivation as inner drive that enhances productivity of staff in any organisation especially in the federal polytechnics libraries.

## **Research Questions**

- i. To what extent are staff motivated for improved productivity in the Federal Polytechnic libraries in North Central States of Nigeria?
- ii. Are staff satisfied with existing incentives in the Federal Polytechnic Libraries in North Central States of Nigeria?
- iii. What system of reward is adopted by the polytechnic management staff in the Federal Polytechnic Libraries in North Central States of Nigeria?
- iv. What are the challenges encountered by polytechnic management in motivating staff in the Federal Polytechnic Libraries in North Central States of Nigeria?

## **II. REVIEW OF RELATED LITERATURE**

Motivation is defined as psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence in the face of obstacles. According to Armstrong (2012) motivation is 'the force that energizes, directs and sustains behaviour'. It is concerned with the strength and direction of behaviour, and the factors that affect people to act in certain ways. Similarly,

motivation is those factors which drive people in putting real effort and energy into what they do. In the same vein, Yusuf (2015) described motivation as something that stirs up library staff. He also added that it propels them to act in a particular manner toward realisation of organisational objectives and goals.

Alan *et al*(2011) stated that staff motivation can be seen as something that impels a person to act or it is 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. There is also need for the fundamental drives, urges and desire of the people which can be manipulated and stimulated. In addition, there is need for a sense of communication and methodology that can provide stimulation of these urges. Some of the methods used for this purpose may be the provision of financial incentives, cordial working environment, challenging work and responsibility, personnel accomplishment, recognition of such accomplishment and an opportunity for growth and advancement, employees to contribute their inputs to organization, to focus these inputs in the direction of Managers try to motivate their performance and to ensure that employee satisfy their individual needs when they perform at a high level. Reason for working differs between individuals, as do the factors that motivate them.

Motivation can be from intrinsic or extrinsic sources. Intrinsic motivated behaviour is behaviour that is performed for its own sake, it causes people to respond to job challenges and work harder in order to prove their self worth and integrity, the sources of motivation is actually performing the behaviour and motivation come from doing work itself people do their work in order to make the organization to gain competitive advantage. Obajemu, et al (2012) cited that intrinsic motivation include acceptance, curiosity, honour, independence, power and order. Extrinsic motivation came from outside individual and common examples are reward such as money, benefit packages, bonuses for showing desired behaviour and the threats of the punishment following misbehaviours.

Yusuf (2015) reported that extrinsic motivation move workers to accomplish their task to activate rewards. In the work of Olorunnishola and Bamijoko (2005) they opined that extrinsic motivators such as good payment, retirement benefits, overtime allowances, good working conditions could spur or prompt academic library staff to give in or deliver their best towards higher productivity.

The concept of productivity is viewed by various scholars in different ways due to complex nature. It is seen as a system including source of distributions of the resulted on investments or the difference among the output on input in the productivity process, (Veltz and Zarrfian, (1994); (Moreira, 1996); (Boer, 2008).The European Productivity Agency (EPA) has defined Productivity as an attitude of mind. It is a mentality of a progress, of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in human progress. Productivity is complex and this is because it is both a technical and managerial concept.

Gboyega (2017) revealed that Productivity is a matter of concern to government bodies, trade unions and other social institutions not minding the disagreements over its conceptualization by different groups and individuals. Hence, discussing productivity at all levels is common because of the direct relationship between productivity and the standard of living of people. It is perceived that the more different are the goals of the different individuals, institutions and bodies that have a stake in productivity as a problem, the more different their definitions of productivity will be.

Productivity is a ratio of some measure of output to some index of input use or nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production. This conception of productivity goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which organizational resources are utilized.

The significance of productivity to economic growth and development of any organisation can hardly be over-emphasized. It remains the basic problem of economic progress, as it is required at both the early stages of development as well as in the permanent process of re-equipping the production apparatus of any nation. The key to growth is an increase in productivity (Wonnacott and Wonnacott, 1986). Thus, other measures of performance include quality of work life, innovation and profitability. Productivity as a source of growth has moved to centre stage in the analysis of growth of developing economies in recent years. Earlier, the focus was mainly on the growth of capital, through greater mobilization of resources. As investment levels have increased substantially in most developing countries and the scope for further increase becomes more limited, attention has naturally turned to productivity improvements which offer a complementary route to growth by getting more out of limited resources.

Productivity growth is important because it contributes to growth in output, income and living standards. Uche, (1991) identified four important channels by which higher productivity impacts on standard of living, these are: (i) larger supplies both of consumer goods and of capital goods at lower costs and lower prices;(ii) higher real earnings; (iii) improvements in working and living conditions, including shorter hours of work; and (iv) in general, a strengthening of the economic foundations of human well- being.

In any organization, productivity improvements can lead to more responsive customer service, increased cash flow, and improved return on assets and greater profits. As revealed by economic theory, more profits will translate to availability of investible funds for the purpose of capacity expansion and the creation of new jobs, hence, increased productivity becomes a panacea to unemployment problem. Enhanced productivity will equally contribute to the competitiveness of a business or an economy in both domestic and foreign markets. For example, if labour productivity in one country declines in relation to productivity in other countries producing the same goods, a competitive imbalance will be created involving divergence in cost functions. If the higher costs of production are passed on, the economy's industries will lose sales as customers are justified turning to the lower cost suppliers.

There are three major factors that have effect on productivity, and they are; employee or individual ability or competence to perform any given task, the amount of effort exerted to perform such tasks, and the level of organisation support that each staff receive. Luthan (1998) noted that if working conditions are good, for instance clean and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, Ali et al. (2013) revealed that "poor working condition" would "lead ultimately to decrease in employee productivity". This implies that if the working conditions are poor like inhabitable office accommodation, dirty, unhealthy and noisy environments, employees will find it difficult to get their work done and thereby experience dissatisfaction and low performance of the workforce. On the other hand, Ali et al. (2013) reiterated that "if working conditions are good, productivity increase and there is a positive impact on the delivery of service". Similarly, Singh and Jain (2013) revealed in their study that "employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees" (p.106). However, it is worrisome to note that the condition of work in most public polytechnic libraries is not befitting enough to motivate librarians to excel in their choosing profession.

Work environment is the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building (Business Dictionary, 2014). Poh (2013) opined that a positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. Hence, the author suggested five basic characteristics that could enhance a positive work environment in the organization such as: transparent and open communication, work-life balance, training and staff development, recognition for hard work and strong team spirit. Meanwhile, there are some factors that constitute to hostile work environment in most organizations especially in polytechnic libraries.

Heathfield (2014) observed that some employees believe that a bad boss, an unpleasant work environment, a rude or lazy co-worker, or the lack of perks, privileges, benefits and recognition can create a hostile work environment. A hostile work environment could be created by a boss or co-worker whose actions, communication, or behaviour affects the employee job in the organization. The author suggested the possible solution to a hostile work environment as: fairness and politeness among workers in the organization. This researcher agrees with the author's view, that management/polytechnic librarians should create conducive work environment for workers under them in order to motivate them for greater job performance.

Guzzo (1993) asserts that the greatest resources of any library are a qualified and motivated staff. This implies that for effective management of staff, staff welfare must be given utmost priority. The success of any leader or manager in any organization depend largely on how effective he can communicate with the staff on regular basis and make the vision, mission and goals of the organization known to its subordinate. Reward is part of the motivation which can prompt worker to put in their best. Staff work with the hope that there is reward for working e.g. regular payment of salaries and allowances without been forced.

The duty of employers/heads of libraries should be to identify uniqueness in an individual and put the right peg in the right hole for effectiveness and efficiency of the organization.

In effect lack of job satisfaction has negative effect on job performance. Iyoro (2005) findings show that librarians are dissatisfied regarding physical conditions, recognition with the work conducted, obtaining respect with the job conducted, job security, promotion, wages, social status, social services having authority and responsibility. Senyah (2003) observed that professional staff in academic libraries in most developing countries experience a very high turnover due to lack of job security, as well as generally poor conditions of service in these libraries. Senyah (2003) also argues that it is important for managers of academic libraries to consider how to motivate this valuable group in accomplishing both the goals of the library and their basic needs. It is true saying that employees' needs when met could boost their morale to perform better. Motivation enable library staff to act in a positive direction towards realisation of organization to prove themselves worthy and intelligent at the same time deliver them personal commitment and desire accomplishment.

### **III. METHODOLOGY**

The descriptive survey research design was adopted for the study. Total Enumeration Sampling technique was used because the researcher was able to retrieve all distributed questionnaires since the

population of the study was not too large. All 66 library staff of the understudied academic libraries was used as its population size. Questionnaire was used as the instrument for data collection and analyzed using simple percentage.

**Analysis of Research Questions**

**Table 1. Extend of Motivation by Head of Libraries in North Central**

		SA	A	U	D	SD	RII	RANK
1	Accurate work flow	40	22	2	1	1	0.928125	2 <sup>nd</sup>
2	Adequate facilities table chair air condition	32	33	1			0.921875	3 <sup>rd</sup>
3	Opportunity for promotion, advancement	40	24	2			0.94375	1 <sup>st</sup>
4	Availability of information for research purpose such as internet services	19	30	9	7	1	0.803125	5 <sup>th</sup>
5	good remuneration	20	30	8	7	1	0.809375	4 <sup>th</sup>
6	payment of retirement benefit after leaving the service without delay	15	35	3	11	2	0.775	6 <sup>th</sup>

Source: field research 2021

Table 1 above shows the relative important index of extend of motivation by head of libraries in north central Nigeria. Opportunity for promotion and advancement criteria has a very high relative important index of 0.94375 and therefore ranked first, Accurate work flow has a high important index of 0.928125 and therefore ranked second, payment of retirement benefit after leaving the service without delay has a relative important index of 0.775 ranked 6<sup>th</sup>. It was reveal that majority of the respondent give important to opportunity for promotion and advance and accurate flow as criteria.

**Table 2. Effect of Motivation for Improved Productivity**

		SA	A	U	D	SD	RII	RANK
1	I am satisfied with my job	40	22	2	1	1	0.928125	2 <sup>nd</sup>
2	I have a brighter future in my job	32	33	1			0.921875	3 <sup>rd</sup>
3	Librarianship career	40	24	2			0.94375	1 <sup>st</sup>
4	I am determined to stay at my job until retirement	19	30	9	7	1	0.803125	5 <sup>th</sup>
5	I have passion for the job; therefore, I can initiate new ideas	20	30	8	7	1	0.809375	4 <sup>th</sup>
6	although dissatisfied with some aspect of librarianship among members such as lackof training on the job, lack of internet facilities etc.	15	35	3	11	2	0.775	6 <sup>th</sup>

Source: field research 2021

Table 2 above present the relative important index of effect of motivation for improved productivity. The RII of librarianship career and job satisfaction criteria has a very high important index of 0.94375 and 0.928125 and ranked 1<sup>st</sup> and second respectively. The criteria I am determined to stay at my job until retirement and although dissatisfied with some aspect of librarianship among member are lacking training on the job lack internet facilities etc. has a RII of 0.803125 and 0.775 and ranked fifth and sixth respectively. The study reveals that librarianship career and job satisfaction improved productivity.

**Table 3 Rewards associated with motivation of librarian that brings high productivity**

		SA	A	U	D	SD	RII	RANK
1	Training opportunity	42	20		2		0.91875	1 <sup>st</sup>
2	Salary increment	28	31		5		0.85625	2 <sup>nd</sup>
3	Career development is assured	23	34		7		0.828125	3 <sup>rd</sup>
4	Conductive environment for learning	22	36		5		0.825	5 <sup>th</sup>
5	My reward commensurate my input	18	32		9	5	0.753125	6 <sup>th</sup>
6	Participation in decision making	15	37	7	5		0.79375	8 <sup>th</sup>
7	Provision of research materials are provided at all time	16	38	1	17	1	0.84375	4 <sup>th</sup>
8	Cordial relationship with colleagues	16	38		5	4	0.76875	10 <sup>th</sup>
9	Participation in decision making	10	42		8	3	0.740625	11 <sup>th</sup>

10	Provision of incentive for the years (festivities)	15	41	6	2	0.790625	9 <sup>th</sup>
11	Provision of defined library vision mission goal are well spelled out	18	40	4	2	0.8125	7 <sup>th</sup>

Source: field research 2021

Table3 above shows the relative important index of reward associated with motivation of librarian that brings about high improvement productivity. The RII of training opportunity and is very high with an index value of 0.91875 and therefore ranked firstwhile Salary increment and career development is high it has a relative important index of 0.85625 and 0.85625 therefore ranked second and third respectively. Provision of incentive for the years, cordial relationship with colleagues and Participation in decision making has the least relative importance index of 0.790625, 0.76875 and 0.74062 and therefore ranked ninth, tenth, and eleventh respectively. It was also revealed that most of the respondent give importance to the criteria Training opportunity and Salary increment as the major reward associated with motivation.

**Table 4. Challenges Encountered by Library Heads in Motivation of Staff**

		SA	A	U	D	SD	RII	RANK
1	Lack of fund	40	15	3	4	2	0.871875	1 <sup>st</sup>
2	Lack of training such as workshop, seminars, etc.	27	26		5	6	0.796875	2 <sup>nd</sup>
3	Poor environment for conducting research	14	30	6	11	3	0.728125	5 <sup>th</sup>
4	Lack of cooperation among professional colleagues	13	31		14	6	0.696875	7 <sup>th</sup>
5	Poor incentive provision to librarian	15	25	5	16	3	0.703125	6 <sup>th</sup>
6	There is no direction of the job description	21	24	4	9	4	0.734375	4 <sup>th</sup>
7	poor leadership	20	30	4	6	4	0.775	3 <sup>rd</sup>

Source: Field Research 2021

Table 4 above present the relative important index of challenges encounter by management/ head in motivation of staff. Lack of fund and lack of training such as workshop, seminar to motivate staff have a high relative important of 0.87875 and 0.796875 and ranked first and second while poor incentive and provision to librarian and lack of cooperation among colleagues has a RII of 0.703125 and 0.696875 and ranked sixth and seventh respectively. The study revealed that the major challenged encounter by management in motivating staff is lack of fund and lack of training such as workshops and seminars.

#### IV. DISCUSSION OF FINDINGS

The result of the study revealed that the criteria for extend of motivation by head of libraries showed that Opportunity for promotion, advancement with relative important index (RII) of 0.94375 ranked first, closely followed by Accurate workflow having a RII of 0.928125 which ranked second and adequate facilities like tables, chairs and air condition with a RII of 0.921875 ranking third. RII of 0.775 was ascertained for Payment of retirement benefit after leaving the service without delay was ranked the least. Therefore, the highest criteria for extend of motivation by head of libraries was Opportunity for promotion, advancement.

On the effect of motivation for improved productivity, the result of the RII shows that Librarianship career and I am satisfied with my job having RII of 0.94375 and 0.928125 ranked first and second respectively while Although dissatisfied with some aspect of librarianship among members such as lackof training on the job and lack of internet facilities etc with RII of 0.775 ranked the least criteria for effect of motivation for improved productivity. Therefore, the study reveal that librarianship career and job satisfaction improved staff productivity in the academic libraries studied.

The result for rewards associated with motivation of librarians that brings high productivity shows that Training opportunity is the major reward associated with motivation of librarians having RII of 0.91875. The second major reward associated with motivation of librarian that brings high productivity is Salary increment with RII of 0.85625, and the third major reward is Career development is assured with RII of 0.828125 while the least reward of librarian motivation that brings high productivity is Participation in decision making with RII of 0.740625. Training opportunity with RII of 0.91875 remains the major reward associated with motivation of librarian closely followed by Salary increment with RII of 0.85625 for the academic libraries studied.

The result for challenges encountered by library heads in motivation of staff shows that Lack of fund is the major challenge encountered by library heads in motivating staff with RII of 0.871875. The second major

challenge being Lack of training such as workshops, seminars etc with RII of 0.796875 and the third challenge is poor leadership with RII of 0.775 while the least challenge encountered by library heads in motivating staff is Lack of cooperation among professional colleagues with RII of 0.696875. Lack of fund therefore, with RII of 0.871875 is the major challenge encountered by library heads in motivation of staff.

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