

## **Influence of Motivation on the Job Satisfaction of Library Personnel in Selected Private Universities in South Western Nigeria**

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### **Abstract**

**Introduction:** *Considering the centrality of the library in any meaningful academic enterprise, improving the motivation and job satisfaction of library personnel is a pre-requisite for the enhanced performance and quality of services in private university libraries.*

**Objectives:** *Generally, the study set out to identify the relationship between work motivation and job satisfaction of library personnel in selected private universities in South west Nigeria.*

*Three specific objectives guided the study.*

**Methods:** *The study was a descriptive survey of the correlational type involving 177 library personnel in selected private universities in South West Nigeria. Data was collected using a validated, self-administered questionnaire. Only 150 questionnaires were correctly filled giving a response rate of 84.8%. Data was analyzed using SPSS version 21.*

**Results:** *Mean age of respondents was  $32 \pm 0.6$  years with majority being male (53%), married (67.3%) and in senior staff category (59.3%).*

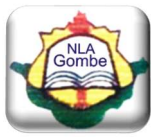
*Financial reward was the greatest motivator of job satisfaction followed by job security while the least predictor of job satisfaction was child care benefit and retirement plans. The study showed statistically significant relationship between work motivation and job satisfaction of library personnel in private universities.*

**Conclusion/ recommendations:** *Library management in private universities should put in place a financial reward system of incentive in order to motivate library personnel to greater productivity and job satisfaction.*

**Key words:** Job satisfaction, motivation, private universities.

### **Introduction**

A job satisfaction survey is important to determine the view of employees towards their jobs in private university libraries. According to Jayaraman and Kumar (2013) job satisfaction is a complex phenomenon that can be variously interpreted. It is the absence of pain, oppressiveness and intolerance and also indeed the enjoyment of work. Considering the centrality of the library in any meaningful academic enterprise, improving the commitment and job satisfaction of library personnel is a pre-requisite for the enhanced performance and quality of services in any university library. Job satisfaction studies are based on the emotional response of employees which is related with some socio cultural, organization and personal factors variables like pay, promotion, supervision, benefits contingent rewards, operating procedures, co-workers, nature of work, working conditions social status e.t c. Employees in every organization want to draw fulfilments from their jobs and every human resource Managers/ management wants the employees to be fulfilled being the most resources of the organization. But managers for ages have been struggling on how to make

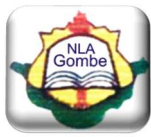


them get the fulfilment (Magaji, 2014). Globalization has created many challenges for multinational and local organizations such as cost of production that is on the increase day by day due to universal factors such as recreation, resource limitation, modern world computing, information technology and trends that have affected the way work is done and also changed the face of competition among organizations. The problem of job enrichment stemmed from the fact that in today's rapidly corporate environment, organizations globally want to maximize the potential of their human resources to stay ahead of the aggressive competition to survive in the middle of the quest.

Job satisfaction studies are based on the emotional response of employees which are related to some socio cultural, organizational and personal factors which include variables such as wages, promotion, supervision, benefits, contingent rewards, operating procedure, coworkers, job description, working conditions and social status among others. Improving employees' commitment and job satisfaction in general is considered fundamental to improving the performance and quality of products and services in an organization such as the private university library. Ultimately, the work motivation of library personnel could increase as well as having a positive outlook towards various job descriptions in the university library.

Private universities and their libraries are an integral part of the educational sector which is providing great support in the academic land scape of south west Nigeria. The university library could be regarded as the heart of an academic institution being that the principal function of the university library is to support the teaching and research activities of these universities. A well-equipped academic library such as is obtained in private universities is not only a store house of knowledge and experience but a repository of the world's culture. A modern university library represents one of the most valuable and important assets in support of the academic programmes of the university.

Ugwuebu, Nwosu and Okeke (2013) affirmed that work takes up approximately one third to one half of a person's life time, and if frustrated the mental and physical effects are very costly. This study therefore set out to determine the level of job satisfaction and the extent of work motivation of library personnel in private universities in South Western Nigeria. It therefore stands to reason, that increased efficiency and productivity of private university libraries could be dependent on motivation and job satisfaction of the library personnel. A recent study supported the view that employee job satisfaction influences the overall performance as well as user satisfaction with library services in academic libraries (Masanja, 2013). Armstrong (2008), also explain job satisfaction as the attitude and feeling people have about their work. Positive attitude toward the job indicate job satisfaction while negative and unfavorable attitude towards the job indicate job dissatisfaction. To elaborate these attitude further, Masanja (2013) adds that positive attitudes lead to positive ends like reduced turnover, high productivity, loyalty, secured work facilities, high morale towards the job and similar benefits while negative attitudes result in negative ends such as vandalism, low productivity, employee turnover, low morale towards the job, low commitment and apathy. The study of work motivation and job satisfaction of library personnel in private university libraries and their effectiveness is thus very important. Job characteristics include skill variety, task identity and task significance which leads to increased motivation, performance and job satisfaction. Lilin (2018) identified a relationship between job satisfaction and work motivation which could assist library management in universities in designing the work environment to maximize the productivity and motivation of library personnel. Lyida (2015) observed that monetary incentive further improved job performance of library personnel but added no incremental satisfaction. The incorporation of productive performance feedback and



monetary incentive affected job satisfaction and productivity differently, and this had an effect on the personnel's satisfaction (Malik Butt and Choi, 2015). By extension, the same principle could be applicable in the academic library of private universities since the university library is a dynamic organization.

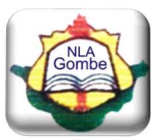
Bamigbose and Ladipo (2017) asserted that motivation is a process by which the learner's internal energies are directed towards various goals or objectives. They further noted that motivation is an internal condition that activates behavior and gives it direction and energies and directs goal-oriented-behavior in the work place which in this case is the private University library. Similarly, the various theories of motivation may be rooted in the basic need to minimize physical pain and maximize pleasure. Few of these theories are; Hygiene Motivation theory ; Theory of X and Y by Wikipedia; A Conceptual model of work motivation; Motivation Creativity at work ; Concept of work motivation by Shodhganga and Economic theories about the cost and Benefit.

Ola and Adeyemi (2012) described motivation as the complex forces, incentives, needs tensions and other mechanisms which energizes, analyses and sustains human behavior in order to carry out a particular task. In effect, motivation refers to the degree of energy and commitment with which an individual performs a job. Kolajo (2012) asserted that motivation is a process of goal setting which establishes standards of performance that relates to self-efficacy and out-come expectations. The same principle is applicable to private university library personnel to ensure adequate motivation through timely promotion, occasional monetary incentives and improved working environment could improve commitment to work and enhance the productivity of personnel in private university libraries.

Motivation is broadly divided into two: intrinsic and extrinsic motivation. Ledford, Gerhart and Fang (2013) defined intrinsic motivation as that which arises from performing a task. An employee may feel motivated to perform a task because doing so gives that worker a feeling of accomplishment, mastery and self-fulfillment (Hassan and Romle (2015).

Extrinsic motivation on the other hand, comes from external factors outside the individual. It results from the expectation of receiving external rewards such as wages, benefits, incentives, promotions and recognition in exchange for job performance. For instance when library personnel are intrinsically motivated, they do not need extensive extrinsic incentives because working in itself is rewarding (Georgelhis and Tabruma, 2011). Banuri, and Keefer (2013) lending further support stated that if library personnel find the working environment conducive and enjoyable, task participation is found rewarding. The positive effect of extrinsic rewards on intrinsic motivation demonstrates that the reward-productivity relationship varies across all personnel depending on individual differences (Mallaiah and Yadapadithaya, 2009). Library personnel for example may decide to undertake a task for its own sake, for the satisfaction it provides on accomplishment or for self-actualization.

Preliminary investigations show that most studies on employee job satisfaction and work motivation dwell mostly on profit making organizations and not on service oriented organizations such as the private university library. This study therefore, set out to explore the influence of work motivation on job satisfaction of library staff in private universities in South Western Nigeria.



### **Research objectives:**

The main objective of this study is to investigate the influence of work motivation on job satisfaction of library staff in private universities in South Western Nigeria. While the specific objectives of this study are to:

- i. ascertain the socio-demographic profile of library personnel in South Western Nigeria;
- ii. ascertain the extent of work motivation of library personnel in private universities in South Western Nigeria;
- iii. determine the level of job satisfaction of the library personnel in private universities in South Western Nigeria and
- iv. Establish the relationship between work motivation and job satisfaction of library personnel in selected private universities in South Western Nigeria.

### **Research questions:**

In line with the stated objectives the following research questions will be answered by the study.

1. What is the socio-demographic profile of library personnel in private university libraries in South Western Nigeria?
2. What is the level of work motivation of library personnel in private universities in South Western Nigeria?
3. What is the extent of job satisfaction of library personnel in private universities in South Western Nigeria?

### **Research hypothesis:**

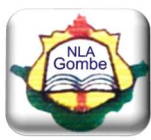
A null hypothesis was formulated and tested at 0.05 level of significance.

There is no significant relationship between work motivation and job satisfaction of library personnel in private universities in South Western Nigeria.

### **Research methodology**

The study was a descriptive cross-sectional survey of the correlational type involving personnel in private university libraries. The study was carried out in sixteen private universities located in the six states of South Western Nigeria. The study population comprised of library personnel ranging from librarians, library officers, and library assistants in private university libraries. Total enumeration technique was used to cover all the 177 library personnel in the sixteen selected private universities in South Western Nigeria. The job satisfaction scale was adopted from Buckram & Coffman (1999) to measure the job satisfaction of library personnel. It elicited responses on the extent of job satisfaction of library personnel which was measured on a 5 points Likert scale which ranged from very satisfied = to very dissatisfied. Work motivation scale was developed by the researcher and was used to measure the level of work motivation of respondents. Items on the work motivation scale.

To ascertain the validity of the research instrument, it was given to experts from the department of Library and Information Science, University of Ibadan, Oyo State, to ensure the content and face validity. Thirty copies of the research instrument were trial tested on library personnel from Obafemi Awolowo University, Ile-Ife to ascertain the reliability coefficient of each scale in the questionnaire. The reliability coefficient was found to be ( = 0.95) and ( = 0.91) for work motivation and job satisfaction scales respectively. Data was collected using a validated, self-administration questionnaire tagged "Work motivation questionnaire" which consisted of Sections A, B, & C. Only 150 questionnaire were duly



filled and found to be analyzable giving a response rate of 84.8%. Data was analyzed using SPSS version 21. Simple frequency counts, means and regression analysis were used in analyzing data.

**Research question 1:** The respondents were asked to indicate their socio-demographic profile. The result is presented in the table 1.

**Table 1: Socio-demographic profile of library personnel in selected private universities in South West Nigeria.**

	Items	Frequency	Percentage
<b>Gender</b>	Male	180	53%
	Females	70	46.7%
<b>Religion</b>	Christianity	112	74%
	Islam	38	25.3%
<b>Marital status</b>	Single	44	29.3%
	Married	106	67.3%
	Widowed/Separated	5	3.3%
<b>Rank/designation</b>	Junior staff	61	40.7%
	Senior staff	89	59.3%

N= 150

Mean age of respondents was  $32 \pm 0.6$  years with majority being male (53.0%). About two thirds of respondents, 101 (67.3%) were married. In rank. Over half of the respondents (59.3%) are in the senior staff cadre.

**Research Question 2:** What is the level of work motivation of library personnel in South Western Nigeria?

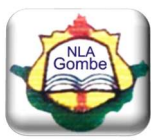
Respondents were asked to indicate in rank order, the level to which each of the statements determined their level of work motivation. The responses are presented in table II.

**Table II: Determinants of work motivation level of library personnel in selected private universities in south western Nigeria.**

S/No	Items	Mean	St. Deviation
1	Financial reward	4.33	1.10
2	A sense of job security	4.17	1.16
3	Opportunity for personal development	4.05	1.24
4	Good interpersonal relationship	4.11	1.18
5	Conducive environment	4.02	1.25
6	Frequent salary increment	3.23	1.29
7	Educational benefit	3.16	1.32
8	Opportunity to do research with co-workers	3.09	1.29
9	Retirement plan benefit	3.00	1.24
10	Benefits (child care plans)	2.92	1.23

Table II shows means and standard deviation of the different items on the work motivation scale of library personnel. This main determinant of the work motivation level is the financial reward incentive which is clearly shown in their responses. In rank order “Financial reward” (= 4.33, SD= 1.10) was the greatest motivator of job satisfaction among the library personnel followed by “Job security” (= 4.17, SD=1.08) and “Opportunity for personal development” (= 4.05, SD =1.18). The least source of work motivation was “child care benefit” (= 2.92, SD =1.23) followed by “Retirement plan benefit” (=3.00, SD = 1.24) and lastly “; Opportunity to do research with co-workers” (= 3.09, SD = 1.29).





**Research question 3:** What is the extent of job satisfaction of library personnel in private universities in South Western Nigeria?

Respondents were asked to indicate the extent of job satisfaction based on the statements indicating how they feel about their jobs. The responses are shown in table III:

**Table III: Level of job satisfaction of library personnel in selected private universities in South Western Nigeria**

S/No	Statement/Items	Mean	Standard Deviation
1	Being happy doing my job	4.01	0.68
2	Opportunity to assist library users and staff	3.91	0.82
3	Opportunity to do something that makes of my skills and ability	3.89	0.74
4	Being able to keep busy all the time	3.69	0.84
5	The feeling of accomplishment I get from doing my job	3.48	1.10
6	Opportunity to try out my own method of doing the job	2.49	1.30
7	My pay and amount of the job I do	2.62	1.39
8	The freedom to use my own judgment	3.63	1.29
9	Conducive work environment	3.69	1.28
10	The way co-workers get along with each other	2.75	1.41

Table III provide means and scores of different items on the job satisfaction scale of library personnel in private universities in South Western Nigeria. The mean scores indicate that the library personnel in private universities have a high level of job satisfaction as has been expressed in the responses given to different items on the job satisfaction scale. “Being happy doing my job” (=4.01, SD=68) was the greatest contributor to job satisfaction among library personnel, followed by “The chance to assist library users and staff.” (=3.91, SD =082) and “The chance to do something of my ability” ( = 3.89, SD=0.74). The least contributor to job satisfaction was “The way co-workers get along with each other” followed by conducive work environment” (=2.69, SD =1.28) and the freedom to use my own judgment (=2.63, SD = 1.29).

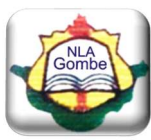
**Research hypothesis**

There is no significant relationship between work motivation and job satisfaction of library personnel in South Western Nigeria.

**Table IV: Correlation matrix of the relationship between work motivation and job satisfaction of library personnel.**

Variables	N	Mean	S.D	Job satisfaction	P	Rank
Work motivation	150	76.43	14.639	0.197	0.016	Sig.
Job satisfaction	150	66.44	15.845	1.000		

A test of the stated null hypothesis shows that, there is a statically significant relationship between work motivation and job satisfaction (n=0.198, P(0.016) <0.05 ). Therefore, the null hypothesis is rejected. This implies that an improvement in work motivation translates to an improvement in job satisfaction.



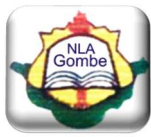
### **Discussion of Findings**

The means age of the respondents was 32.06 years, with more than half being males and majority young graduates. Their religious inclination was majorly Christianity with over half belonging to the Senior Staff cadre. From the ages of respondents, it can be deduced that many are young graduates looking for employment opportunities and were fortunate to get employment in private universities, are happy collecting salaries and are responsible people who cater for their families and relate with one another in peace and harmony. (Nwosu, Ugwoegbu and Okeke, 2013).

Level of work motivation is shown from the mean and standard deviation of different items of the work motivation scale of library personnel. In rank Order, "Financial Rewards" was the greatest motivator followed by job satisfaction among library personnel, followed by "Job Security and "Opportunity for personal development. "The least of work motivation was child care benefit and opportunity to do research with the co-workers." This shows a statically significant positive relationship between work motivation and job satisfaction. The level of work motivation is very high when it comes to "financial rewards" It suggests that library personnel appreciate monetary rewards more than any other incentives. This is indicative of the fact that if jobs are provided with full security, workers are given an opportunity for personal development, good interpersonal relationship will be maintained between the management and the workers, the end result will be a conducive work environment, and job satisfaction of the library personnel (Kolawole, Abolaji, and Olagoke, 2015. ) Study findings indicate that library personnel in private universities have a high level of job satisfaction as expressed in the responses from the items on the job satisfaction scale. The level of job satisfaction is high as shown by the indicator "Being happy doing my job this implies that no worker will like to work in an unconducive and hostile environment. He or she will naturally prefer a work atmosphere that is conducive and friendly. Followed by the opportunity to assist library users and staffs". The opportunity to do things independently" using their skills and ability with minimal supervision will increase their satisfaction level and understanding of the work. The way co-workers get along with each other was the least contributor to job satisfaction. The level of job satisfaction expressed by respondents in this study. is high.

Research has found that there is a nexus between work motivation and job satisfaction. Work takes about a third to one half of a person's life time and if frustrated, the mental and physical effects are very costly (Nwosu, Nwoegbu and Okeke, 2013). The age distribution of respondents in this study shows that the respondents are well matured with more than 80 percent having post-secondary school education. From the mean age and marital status of the respondents, there are indications that majority are graduates who are looking for quick resources to satisfy their immediate wants prior to the time they further their studies. Jobs with full security will boost morale which increases the satisfaction of library personnel in private universities in South west Nigeria. Study findings are suggestive of the fact that library personnel in private universities have a high level of job satisfaction and are highly motivated in the work place. If workers are being given occasional monetary incentives, and the security of worker is well guaranteed, followed by opportunity for personal development and Good interpersonal relationship is well maintained, this will motivate workers to put in their best effort.

Study findings also suggest that library personnel in private universities have a high level of job satisfaction. for instance, items on job satisfaction scale like: Being happy doing my job; opportunity to assist library users and staffs; opportunity to do something that make use of



my skills and ability; and being able to keep busy all the time were the points of job satisfaction items that will increase job satisfaction, for instance; when one is happy doing a job, there is likelihood that he/she will succeed on that job and when there is opportunity to render assistance to colleagues at work, there is no room for tiredness or boredom, most especially in an organization where a task is broken down to simpler processes whereby every individual is involved. This shows that library personnel in private universities also have a high level of job satisfaction and are highly motivated in their work place. When work motivation is high, job satisfaction is high, on the other hands when work motivation is low, job satisfaction is also low. This is in line with the findings of an earlier researcher conducted by Bamigbose and Ladino (2017). Ola and Adeyemi (2012) describe motivation and other mechanisms which energize and sustain personnel to carry out particular workplace tasks. When job satisfaction is high, work motivation tends to be correspondingly high.

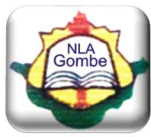
This finding corroborates the findings of another study conducted by Ledford, Geraint and Fang (2013). Personnel may be intrinsically motivated because job gives the worker a feeling of accomplishment, mastery and self-fulfillment (Hassan and Role, 2015). This type of motivation is innate, natural and cannot be seen. Study findings show that library personnel are extrinsically motivated. That is when motivation results from the expectation of necessary external rewards such as salary, benefits, incentives, promotions and recognition in exchange for job performance. Respondents of the present study are extrinsically motivated therefore financial incentive, salary increments and other monetary rewards, will boost their moral thereby increasing productivity and job satisfaction. Motivation can be seen as a force that propels actions. It is what makes library personnel give their best performance.

The absence of staff motivation by library administration could lead to a decline in productivity and dissatisfaction in the work place. Isigihs, Konstetios and Toga (2004) define job satisfaction from the appraisal of one's job or experience. It is the enjoyment of doing a particular job. According to Yajaraman and Kumar (2013). Job satisfaction is a complex phenomenon that can be variously interpreted. Considering the centrality of the library in any meaningful academic enterprise, improving the commitment and job satisfaction of library personnel is a pre-requisite for the enhanced performance and quality of service in any University library.

### **Conclusion**

The study concluded that there is a statically significant positive relationship between work motivation and job satisfaction of library personnel in private universities in South Western Nigeria. Just as it was shown in this research it was clearly demonstrated that work motivation greatly influences the job satisfaction personnel in the South Western Nigeria. Motivation is a tool which library managers can effectively use in the university libraries to enhance productivity and job satisfaction among library personnel. The library managers know what drives the library personnel hence, they can tailor job description and rewards accordingly. Again, research has clearly demonstrated that work motivation greatly influences job satisfaction of library personnel and since one of the primary objectives of universities in Nigeria is to enhance employee work motivation and job satisfaction it cannot downplay issues relating to work motivation and job satisfaction.





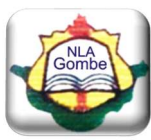
## Recommendations

Based on the study findings it was recommended that:

- There should be a fusion of work motivation and job satisfaction in the administration of private university libraries in order to bring about increased levels of job satisfaction.
- Library management in private universities should put in place a financial reward system of incentive in order to motivate library personnel to greater productivity and job satisfaction.
- Participatory management style will help library personnel feel that they are part of the organization and freely express their feelings which will further enhance motivation and subsequently job satisfaction in the private universities in South West Nigeria.
- A financial reward system should be instituted such as bonuses and cash awards which will surely help to motivate library personnel toward increased job satisfaction.
- Library managers should design employee feedback and other strategies to know whether the library personnel are to be intrinsically motivated or extrinsically motivated.
- Private universities should decide upon the specific method that would be most appropriate for enhancement of worker's productivity.

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