Jewel Journal of Librarianship
ISSN: 2141-3908 (Print); ISSN: 2736-0881 (Online)
Volume 19, Issue 2; Published: June, 2024
https://www.jeweljournals.com

Effects of Job Incentives and Workers Performance in Malam Adamu Bello Library Complex of Federal College of Horticulture Dadin Kowa, Gombe State

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ABSTRACT
The study was carried out on Effects of job Incentive on workers performance in Mallam Adamu Bello library complex, Federal College of Horticulture, Dadin Kowa Gombe State. The study was guided by four objectives which are; to identify whether staff of Mallam Adamu Bello library complex are given incentive, to identify the various types of incentives given to the library staff, to identify the effects of incentive on job performance, to identify the most preferably types of incentive given to the library staff. Literatures related to the study were reviewed. A survey research method was used for the study and the population of the study is 38 while the sampled size is 35. Questionnaire was used as data collection instrument. The data collected were analysed using frequency distribution table. The findings of the study revealed that most of the respondents were male, the library staff were given monetary incentives, promotion incentive, delegation of authority and gifts as the incentive, it also reveals that incentives have many effects on workers such as loyalty to management, increased productivity and more accountability, it shows that the most preferred types of incentives are monetary incentives. The study recommends the need for the library management to device another means in which library staff will enjoy other kinds of incentives such as shifting allowance, the study also recommends the need for the library management to be given other non-financial incentives to the dedicated staff of the library.

Keywords: Job, Incentives, Workers, Performance

Introduction

Incentive as defined by oxford dictionary (1998) is a motivator and incitement of action. The motivator and force of an incentive is therefore crucial and ideally no organisation should administer incentive in ignorance of this true effectiveness.

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The incentive that motivate workers to perform more effectively in their jobs include the followings wages and salaries, fringe benefit, bonus, security, utility allowances, accommodation and regular promotion to mention but few.

Eden, (1999) stated that need hierarchy consists of five parts. The first is the psychological needs, the need for safety, the social need, the need for esteem and the last but not the least is the need for self-actualisation. Until the psychological needs are well reasonably satisfied, the other needs will be sufficient strength to become motivation of behaviour. The needs in the hierarchy safety is the large measure that is the need for self-preservation. They go beyond these in the sense that economic factor does enter in to the degree of safety, in that safety is dependent upon the ability to secure a reasonable shelter and the type of protection one needs. Social needs are work related because of the needs accepted by workers.

A friendly relationship with an individual and the opportunity to associate with and discuss problems with co-workers, the information organisation arises because of these social desire and motivation. Esteem needs include self-esteem and esteem of others. Such things are self-confidence, achievement, self-respect and independence are factors to be taken into account to the work, and other people will say the job does not pay well, but is very challenging and stay in the same position for years because of self-esteem.

The final level of needs is self-actualisation that is the need to realize potential. This assumes a clear perception of one own potential and one limited. This need is ever satisfied, largely because most people do not have much perception achieved because human wants are un-limited. The numbers of duties of the workers show the interest in the individual job problems and will encourage suggestions for improving organisational management to evaluate job more carefully to surprise with greater nationality, to provide for more dependable flow of supplies, to train specialists in job evaluation, pay wages and salaries and other incentives system will attract recruiting new workers.

However, in the library the performance of workers measures can be categorised into several classes. The first has to do with the amount of resources the library has at its disposal. This includes capital, space, facilities, equipment, collection of materials and then personnel. Second category relates to the proper allocation of these resources in various library operations to produce various services. This is often the term efficiency, which is using as little as possible of the resources required to produce much services as possible with the little amount of resources. Clearly all other things being equal, it is a desirable thing for a library to strive to be the next category of measures is related to a factor known as effectiveness which refer to as the degree to which an alternative directly helps the system achieve its goals, example of such category includes measures of users satisfaction and library usage.

The library statistics can often be gathered to demonstrate just how effective a library has been. However, it is imperative to note that sage depend not only on library performance but also demand for the use of library services. Finally, there are those measures relating to the benefits and alternatives provided to the society and environment in which library exist; thus, a library may perform its operations efficiently and its management may develop policies and implemented

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and achieved. With reference to the above literature the researcher wants to conduct a research to determine the effects of incentive on job performance in Malam Adamu Bello library complex, Federal College of Horticulture Dadin kowa, Gombe State.

Statement of the Problem

The activities of any organisation are much more accomplished when staff are given incentives by the management. This can also be applied to Malam Adamu Bello library complex of College of Horticulture Dadin kowa. For its services to be very effectively delivered, the staff needs to be given incentives in other to be motivated to give optimum performance in their daily routines. By the above expression the researchers want to conduct a study to find out whether staff of Malam Adamu Bello library complex were giving incentives in order to be highly motivated to deliver their duties effectively or not.

Objectives of the Study

The study is guided by four objectives which are as follows:

1. To identify whether staff of Malam Adamu Bello library complex are given incentives.
2. To identify the various types of incentives given to the library staff.
3. To identify the effects of incentives on job performance.
4. To identify the most preferred types of incentives given to the library staff.

Research Questions

The researchers used the below listed questions to conduct their research.

1 Are the staff of Malam Adamu Bello library complex given incentives?
2 What are the various types of incentives given to the library staff?
3 What are the effects of incentives on job performance?
4 Which types of incentives are preferably given to the library staff?

Literature review

The term incentives refer rewards and recognition which are used interchangeably in the organization setting and there is no broader difference among them. Meridith (2015) defines incentives as any source or medium that encourages an employee or group of employees to perform better and to exert more effort beyond expectations. Basically, incentives are divided into two main groups: Financial incentives and non-financial. Financial incentives include direct payment of cash while non-financial incentives may be in the form of promotion of employees, flexible time, autonomy and involvement in decision making.

Hartman, Kurtzman and Moses (1994) state that incentives are one technique by which employees carry out their end of the employment contract, that is, compensating employees for their efforts. In general, an incentive scheme (payment or programme) is any compensation that has been designed to recognize some specific accomplishment on the part of an employee. It is expected

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that the prospect of the incentive payment will trigger the desired employee's productivity behaviour in the employee. Incentives are either individual or group (organization wide). A primary purpose of an incentive scheme is to encourage greater productivity from individuals and work groups. The assumption usually made by management is that money or cash alone may not motivate employees.

In designing incentive schemes, output standards should be established. The standard is a measure of work that an average, well-trained employee, working at a normal pace, should be able to accomplish in a given period of time. In addition to motivating employees to increase their level of productivity, incentive schemes may reduce turnover among good performers or productive workers. Incentive schemes are also cost effective because of savings that often resulted from productivity improvements.

However, Palmer (2012) is on the view that incentive is a concept of material and moral values and they are also a central point for different activities in the modern institutions and work environments. Gana and Bababe (2011) opined that practically, incentives refer to all of the concrete and moral methods that an institutions/organisation gives in order to positively encourage the employees in a way that increase the production rate and enhance the employees' performance, which has its importance in satisfying the employees' desires and guarantee a loyal attitude towards the institution.

Various types of Incentives

Employers these days are cognizant that when employees are contributing everything they got, including their time, efforts and dedication for the interest of the institution or organisation then a mere salary is not enough. Considering this from the point of financial stability, then limited remuneration will not be sufficient against the increased cost of living these days. Therefore, it is known that an organisation is the result of collective efforts of employees. Without motivated and happy human resources, the performance of an organisation can be significantly impacted and no organisation desires that.

That's why in most companies the story does not end with fixed remuneration. There are various types of incentives that employees are provided with to keep the morale of the employees, and increase the productivity of the organisation as a whole. As Robbins and Judge (2007) highlighted that there are two broad types of incentives which are monetary incentives and non-monetary incentives.

Monetary Incentives are:

1 Salaries
2 Profits sharing
3 Co-partnership
4 Bonuses
5 Shifting allowance
6 Retirement incentives

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7 Dearness allowances
8 Fringe allowances

Non-monetary incentives are:

1 Delegation of authority
2 Management participation
3 Promotions
4 Gifts

Monetary Incentives are:

1 **Salary incentive:** not all employees are paid the same; obviously the pay depends on their roles and positions, however it also depends on the efforts of employee. Companies often rewards employee with a higher remuneration if they consider the employee to be hard working, productive and efficient. It is one of the most popular types of incentives.
2 **Profit sharing:** if an organisation earns huge profits it does not only get distributed among shareholders. Most companies often reward hard working employees by sharing profits with them.
3 **Co-partnership:** it is another financial incentive that facilitates the offering of shares. Some companies reward their employees by offering them share. However, it is to be noted that it does not, they are offering them ownership but just managerial privileges and other monetary profits that other employees do not get. It is yet another way to motivate employees and help them explore and develop new skills, which is not only beneficial to the employee but the organisation as well.
4 **Bonus:** is additional pay which is often given to employees to reward their contribution to the organisation. Bonuses are given after reaching targets quarterly, yearly or on several occasions; it all depends on the company. Most companies offer it inform of money to maintain healthier relationships with their employees.
5 **Commissions:** it is an add-on to the basic salary when an employee generates huge sales for the organisation. This motivates them to put in some more extra efforts and increase productivity to generate more sales to earn more commissions.
6 **Retirements incentives:** these benefits include provision of gratuity and pensions most government companies offers pensions to their employees in which they offer some amount of money every month. Provident funds in the other hand are a type of reserve that collects some portions of their earnings that the employees are offered once they have retired. This financial incentive is mostly offered by private sectors.
7 **Dearness allowance:** the essential purpose of this kind of allowance is to combat inflation, it seeks to minimise the effect of inflation upon the employees by paying them an amount on top of their fixed remuneration.
8 **Fringe benefits:** these are benefits provided to the employee's families. These financial incentives include education fees of children, medical benefits, housing facilities etc.

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Non-monetary Incentives are:

1 **Delegation of authority:** is when leaders or persons of a higher position give new responsibilities to their employees. Doing so can make the employees feel valued, develop more responsible attitudes, confidence and help them learn new skills.
2 **Management participation:** participation in management is one of the non-financial incentives. Inviting an employee in decision making establishes a sense of authority in the individuals. Moreover, the employees feel that ideas and suggestions matter, and they are not just following orders, but actually contributing to the organisation with their skills and ideas.
3 **Promotion:** can be identified as a step ahead, most individuals are promoted as a means to reward their contributions. It is also another way to make them motivated to become even more efficient and productive.
4 **Gifts:** most companies hand over gifts cards to rewards their employee's dedication and hard work. Most commonly, these types of employee's rewards are distributed on special occasions, festivals, but there is not fixed calendar for that, it depends entirely on the company.

Effects of Incentives on Job Performance

If we want to understand the effect of Incentives on employee performance, we first need to understand the term incentive. In simple language Incentives means rewards given to employees to motivate them, so that they work more efficiently. It can be in the form of monetary or non-monetary. For example, Bonus, promotion, corporate discounts will fall under monetary incentives and in non-monetary, flexible hours, job security, appreciation and recognition etc.

Kayode and Falana, (2002). Incentive schemes have very significant effects in playing an important role by increasing the performance of employees. Going by the facts and figures it is deduced that if incentive programs are properly constructed then it can increase the performance of the employees by 25% to 44%. Palmer (2012) it can be achieved only when the incentive programs are actually addressing the issues related to performance and motivation. These incentive programs engage participants as it increases interest in work which results in better performance. Various studies have shown that if programs are introduced first then the performance is increased by 15% and being asked to work on a particular goal with incentives increases the performance of the employees by 27%. The idea behind these programs is not only to increase the performance of the existing employees but it also attracts qualitative employees (Robbins and Judge, 2007).

As human beings we always look for incentives either consciously or subconsciously. Every individual or team wants its work to be appreciated, recognized and rewarded. On getting the same, an incentive increases the motivation and enthusiasm resulting in a better performance. Through these programs, companies can retain and attract the best of the Human resources as compared to other organizations where such programs are either not conducted or are not much effectively done. The common approaches are like performance based incentives given.

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Azasu (2004) maintained that incentives work as individual steps on the ladder for a productive and healthier work environment. Pushing and motivating every individual to work beyond his capabilities for recognition and rewards. It is similar to the sports where each team or individual works effectively to achieve the title of winners, which is also similar to incentives. Al-Rabayah (2003) stated that as we all knows that everything has its pros and cons, so is the case with incentives. Sometimes it will go as planned by the organization, and at time these can be really unpleasant causing contentious behaviour among employees. Employees might complain about unequal pay, stress and discourage others. Rewards which are considered as an effective tool in increasing the performance of employees can be an instrument of conflict among the employees as well.

It is a normal human nature where one might feel inferior for not getting rewards and recognition. Because as per that individual he tried his best and still did not get the rewards which will result in poor cooperation between workers and rupturing the relationship between employees, supervisor and employees. He further stressed that in order to achieve the maximum utility of employees both cons and pros need to be kept in mind. A balanced approach to be taken where individuals and teams get motivated and encouraged regardless of their status in the performance table. It is importance to appreciate every type of talent regardless of its nature and its direct relation to increase productivity. As all types of talent will contribute to productivity directly or indirectly.

Mishra, (2010) highlighted the followings as the most effective aspects of incentives on employeessuch as increased productivity, loyalty by employees, a culture of friendly competition, more accountability, boosted morale, increased employees' motivation and increased collaborations.

Employee incentives can be highly effective in motivating and encouraging productivity on the job and for recognizing when team members go beyond their normal job duties to contribute to their companies. From additional allowances to employee bonuses, financial incentives give employers a way to compensate their teams for succeeding and achieving goals. If you're supporting the development of an incentive program for your organization, consider financial incentives types you can integrate into an effective reward system for your team. In this article, we discuss what financial incentives are with several tips to help you implement monetary incentives in the workplace.

Folashade, (2001) stated that financial incentives can be an extremely beneficial motivator in the workplace. Organizations that provide some type of monetary reward for exceptional work performance or team recognition are more likely to foster positive work environments, build supportive relationships and encourage higher quality outputs. Consider several more reasons financial incentives are important in the workplace.

Research Methodology

The method used in carrying out this research is survey method. Nwana (2006) stated that the importance of survey method is not just an aspect of research, it involves all activities a researcher

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undertakes in the field. Through this method, it is absolutely necessary for the researcher to carry out some of the field work to collect data.

Area of the Study

The area of the study is Malam Adamu Bello library complex of Federal College of Horticulture Dadin kowa on the effects of job incentives on workers performance.

Population of the Study

According to Jens, (2002) population means people or objects that the researcher is studying. The target population of the study consist of all the Thirty Eight (38) library staff of Malam Adamu Bello library complex of Federal College of Horticulture Dadin kowa.

Sample and Sampling Technique

In carrying out a research work most at times the researchers found it very difficult to have access to all the target population of the study. The researchers therefore use the Thirty Eight (38) staff which include both librarians and the library officers.

Instrument for Data Collection

The data collection instrument used in collecting data the for this study is questionnaire.

Procedure for Data Collection

The questionnaires are personally administered by the researchers to collect the data, to avoid lost and to ensure that the respondents are guided when there is need. Jens (2002) maintained that the reasons for personal administration of the questionnaire by the researcher is by doing so the researchers can explain any point to the respondents and to reduce the possibility of misinterpretation of the questionnaire.

Data Analysis

The data collected were analysed by using table and percentages in order to make generalisation and inferences.

Data Presentation, analysis and Interpretation

The data collected from the various respondents through the questionnaire were analysed in logical and systematic order by the use of tables and percentages. A total of 38 questionnaires were administered to the respondents which are the library staff of the library. The table below shows the categories of respondents based on their gender.

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Table 1

Gender	Respondents	Percentage
Male	28	71.4%
Female	10	28.6%
Total	38	100

Question 1: Have you ever received incentive in your library?

Table 2

Options	Respondents	Percentages
Yes	30	85.7%
No	5	14.3%
Total	35	100%

In table 2 above 30 respondents which is 85.7% have received incentive in the library, while 5 respondent which is representing 14.3% said they have not received incentive in the library.

Question 2: what are the various types of incentives given to the library staff? (Tick as many as possible).

Table 3

Options	Respondents	Percentages
Bonuses incentive	4	10.52%
Gift incentive	30	78.95%
Promotion incentive	38	100%
Delegation of authority	8	21.05%
Shifting allowances	5	13.15%

In the above table 3 (17) respondents which is 100% confirmed that promotion incentive is the one mostly given to the library staff, while gift incentive followed by 30 respondents which is 78.95%. Delegation of authority as incentive has 8 respondents with 21.05%. The second to the lowest percentage which is 13.15% equivalent to 5 respondents mentioned shifting allowance as incentives. Only 4 respondents which is 10.52% indicated bonus incentives.

Question 3: what are the effects of incentive on job performance? (Tick as many as possible).

Table 4

Options	Respondents	Percentages
Increased productivity	38	100%
More accountability	7	18.42%
Loyalty by employees	29	76.32%
Boosted morale	20	52.63%
A culture of friendly competition	6	15.79%

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Table 4 above showed that 38 respondents which is representing 100% confirmed increased productivity, 29 respondents equivalent to 76.32% said improves loyalty by the employees. While 20 respondents which is representing 52.63% said it will boost the morale of the staff and 7 respondents which is 18.42% said will bring more accountability. Only 6 respondents which is representing 15.79% and is the smallest number of respondents which showed a culture of friendly competition.

Question 4: What type of incentive is preferable given to the library staff. (Tick the appropriate).

Table 5

Options	Respondents	Percentages
Financial incentive	33	86.84%
Non-financial incentive	5	13.16%
Total	38	100%

Table 5 above confirmed that the type of incentive that staff are preferably to be given 33 respondents which is 86.84% preferred financial incentive only 5 respondents representing 13.16% indicated non-financial incentive.

Findings of the Study

The findings of this research work are as follows:

1. The study proved that most of the library staff under study are male gender.
2. The study revealed that the staff of the library under study were given incentives.
3. It clearly seen based on the information on table 3 that promotion incentive, delegation of authority and gift incentives are the most types of incentive enjoyed by the library staff under study.
4. The findings of the study revealed that the most effects of incentives on job performance in the library under study are loyalty to the employers, it increased productivity and more accountability.
5. It also showed that the most preferable form of incentives by the library staff is financial incentives.

Conclusion

Based on the findings of the study it was concluded that the majority of the respondents are male gender, the library staff under study are given incentive, promotion incentive, delegation of authority and gift incentive are enjoyed by the library staff, incentive increases loyalty to employers, boosted morale and more accountability, financial incentive is the most preferable type by the library staff under study.

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Recommendations

Reference to the findings of the study the following recommendations were made;

1. The management of the library under study should device a means in which library staff will enjoy other kinds of incentive such as payment of shifting allowances.
2. The study also recommends the need for the library management to be given other non-financial incentives to the dedicated staff of the library.
3. The library management should give much emphasis on financial incentives than the other incentives.
4. Loyalty as effects of incentives, there is need for much incentives to increase loyalty as well as effective performance of staff.

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