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Motivation, Job Satisfaction and Service Delivery: Mid-Level Staff at Kenneth Dike Library, University of Ibadan, Nigeria

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Abstract

This is a study on motivation and job satisfaction of mid-level staff in Kenneth Dike Library (KDL), University of Ibadan, Nigeria. Survey method was adopted where responses were elicited through a questionnaire administered on the staff. Answers were sought to questions on staff welfare, satisfaction and productivity. The data collected was analyzed through frequencies, percentages and inferences. It is shown that the morale of staff in the target group was doused due to: frustration resulting from lack of involvement in decision making and inadequate tools and materials with which to work; over-centralization of authority; lack of proper incentives by way of welfare schemes and adequate remunerations. Suggestions are made on the adoption of genuine participatory management style, the introduction of welfare committees to handle staff welfare matters, stringent measures for disciplinary cases plus the fact that government should improve the working conditions of all employees to enhance their level of productivity.

Introduction

Libraries have responsibility to support their parent bodies in achieving their goals. University libraries are established to promote the learning, teaching, research and community development mandates of their parent institutions. Libraries, therefore, engage in the selection, acquisition, organization and dissemination of information and/of materials in furtherance of their patrons' ideals. Libraries today are challenged to shoulder more responsibilities in their bid to provide services to their users. The adoption of modern technologies; the sky-rocketing costs of

library materials; and highly sophisticated patrons with their expectations of quality and efficient services are additional challenges that must be confronted. To function effectively therefore, libraries require different categories of staff with relevant qualifications and background. Professionals, paraprofessionals, and auxiliary staff are needed to operate the library system. It is the function of library managers to make the library function effectively.

Management is not supposed to inhibit people's desire and determination to perform their duties. It should not be obstructive. Closing the 'commitment gap' which, according to Dell (1988), is the gap between an employee's actual and potential output is the business of managers. Management has the obligation to provide a very conducive and pleasant environment that will encourage all employees to develop and bring out their best skills. In fact, in principle, employees spend most part of their time daily at the workplace. There lies the enormity of management's responsibility. So, the impact of the work environment affects staff physiologically, sociologically and psychologically. In order to make staff more productive and not just stay at work doing nothing, management should continually design strategies that will gear people to work. These strategies are usually in form of motivation.

Objectives of the Study

This study focuses on the motivation and job satisfaction of mid-level staff of KDL. The study seeks to provide answers to questions on incentives, remunerations, interpersonal relationships, communications, job environment and satisfaction. "Mid-level staff" is defined, for the purpose of this study, as the senior staff working in the library. This includes academic librarians, library officers and other senior auxiliary staff. These cadres of staff are expected to have an understanding of different management styles and appreciate the essence of effective library administration. They should be able to show the perceptions of the different cadres of staff of the administration that will enable us make an assessment that will lead to the improvement of human resources management in the library.

Literature Review

Several studies had earlier been conducted on job satisfaction and motivation to work of librarians (Nzotta, 1987), library assistants (Thapisia, 1992) and junior staff (Alemna, 1992). According to Alemna (1992), library management is intended to be an activity and not a person or group of persons or something tangible. This means that management is supposed to be a set of principles or policies guiding the functioning of an organization. The complexity in the library setting now demands great expertise and professional proficiency. It is important to recognize that libraries, just like most organizations today are complex and interdependent for leadership to reside solely with those who, according to Euster (1990), are called 'designated leaders'. According to her,

"Although the literature of management and librarianship are full of exhortations for more effective leadership, in today's interconnected and interdependent environment, it is patently impossible for any leader to be fully in control of the organization or to know what is necessary to run it. A principal point in discussion of non-hierarchical organization is that both leadership and expertise must reside at all levels of the organization. This is, in fact, the very basis that gives professionals their unique character".

Chruden and Sherman (1972) earlier opined that the more the senior members of the library staff are a community of equals taking part in decision affecting the institution as a whole, the

greater the efficiency of the institution. According to Nzotta (1980), in participative management, decision making is widespread and diffuse, and it may occur at any level of the organization. Thus, all employees participate in decision making. Instead of the traditional pyramidal structure of organization, the group and not the individual becomes the basic unit of the organization.

“No matter how genuine the efforts of a Chief Librarian, it is very difficult for him to reassure the head of every division that his division received fair consideration if the Chief Librarian decides to disburse the revenue alone.”

Motivation is a very important element of management. It shapes the behavioural patterns and attitude to work of employees. An employee can only feel involved if he is properly motivated. Conversely, he can feel alienated if harassed by management. An employee who has taken his job both as a career and a vocation would want to actualise himself on the job. This determination can be achieved or encumbered depending on whether he has been properly motivated or helplessly frustrated. *“Individuals have talents, skills, handicaps. They change, develop or degenerate”* (Hunt, 1990). The basis of motivation is to give people what they want from work. The more this is provided, the more their productivity increases. To expect excellent service from workers, they have to feel good about their jobs; and to motivate people to give their best, the manager should supply their needs. According to Dell (1988),

“When service is given a high value, we change our focus from working with our hands to working with our hearts. We look for ways to give the best service possible often beyond the customer’s expectations. We look for ways to give a feeling of respect and value to each individual we serve”.

Appeal to individual needs has been proven to be a means of getting the greatest productivity out of man [Maslow (1970), Plate and Stone (1974), Evans (1976), D’Elia (1979), Stead and Scamell (1980), Lynch and Verdin (1980), Fox (1980), Alemna (1992).] In a library setting where there is stratification of staff, there should be management strategies that will involve enough participative principles to motivate all cadres of staff and encourage them to have a sense of belonging in the workplace. Participatory management is capable of bringing out the best from workers if they are made to feel that they are part of the decision making process. For several decades, theories on best management practice have been formulated to regulate employees’ attitude to work. [Likert (1961), Jones and Jordan (1987), Rogerson (1990)].

The critical questions, according to Euster (1990) should shift from ‘who has authority?’ or ‘who controls?’ to ‘what does a staffer need to do his or her job effectively?’ or ‘what does that person have that others need to do their jobs effectively?’ or ‘how does it get from point (A) to point (B)?’ Emphasis should focus on job effectiveness and staff welfare. In an investigation, Thornton (2000) affirmed that job satisfaction is critical to the retention and recruitment of librarians. She said that if libraries are not only to recruit but also retain a diverse workforce, consideration should be given to what makes these employees remain on the job and in the profession.

Methodology

KDL system has a workforce of over two hundred and fifty (250) staff responsible for the day to day functions of the library. Of this number, the mid-level staff include professionals (25), para-professionals (29) and other senior staff (27) totalling eighty-three (83). It is these categories of staff that constitute the target group of this study. Questionnaires were distributed to all of them

and seventy-nine (79), which is 95.2%, completed and returned the questionnaires. These were analysed using frequencies and percentages.

Analysis and Discussion

Established in 1948, the library of University College Ibadan (now KDL) has grown to be one of the most formidable in Africa with a collection of over a million volumes. It is divided into four major divisions: readers' services, technical services, collection development, and special collections. Each division is usually headed by a Deputy University Librarian (DUL). The medical library (E. Latunde Odeku Medical Library) is also usually headed by a DUL who reports to the University Librarian (UL). Some of these divisions are presently headed by officers in acting capacities. The UL is the overall head of the library system. He relates to the staff through the divisions. The divisions have sections and units headed, in most cases, by professional staff. For instance, the chief cataloguer is a principal librarian and the systems unit is headed by another professional librarian. All sectional and unit heads are responsible to the UL through the divisional heads.

Work experience of the respondents:

The respondents have worked in the library and acquired varying number of years of experience. Table I shows that 54 (68.3%) of the 79 respondents have worked for 16 years and above in the library and the remaining 25 (31.7%) have put in 15 years and below.

TABLE I: Years experience of respondents

No. of years	Frequency	%
31 and above	3	3.8
26 - 30	6	7.6
21 - 25	25	31.6
16 - 20	20	25.3
11 - 15	6	7.6
6 - 10	6	7.6
5 and below	13	16.5
TOTAL:	79	100

This indicates that the respondents have enough experience to freely comment on their levels of motivation and job satisfaction.

In order to elicit responses on the level of motivation and job satisfaction of the target group in the library, the questionnaire was divided into three main sections: i) Incentives, rewards and punishment; ii) Relationship with co-workers; and iii) Job Satisfaction. Then, the respondents were asked to comment freely on the administration of the library and suggest ways of motivating staff for greater productivity.

Incentives, Rewards and Punishment

Incentives and rewards for hard work, and punishment for laziness, laxities and wrongdoings are factors that affect motivation and re-orientation of staff attitudes in the workplace. These consequently affect the general output and individual productivity. Salaries, allowances, special incentives, rewards, promotion and other elements are essential in determining the motivation of staff.

The respondents were asked whether they are satisfied with their salaries and emoluments. Table II shows their responses.

TABLE II: Level of satisfaction with salaries and emoluments

Salaries & Emoluments	Frequency	%
Very satisfied	-	-
Satisfied	25	31.7
Not satisfied	54	68.3
TOTAL:	79	100

None of the respondents is very satisfied with his/her salaries and emoluments while only 31.7% expressed satisfaction with what they earn and 68.3% are not satisfied with their remunerations. And, when asked whether they were ever rewarded for hard work, 38 (48%) said they had never been rewarded for hard work while 32 (40.5%) accented to having been rewarded through promotion; 6 (7.6%) said they enjoyed such rewards through increments in salaries and allowances; and 3 (3.8%) said they received special commendations for good performance at work. Although it is cannot be ascertained whether or not the 48% who responded negatively ever merited such rewards, it is desirable that those who have shown dedication to work should be given some measure of acknowledgements.

Questions on special incentives reveal that 44 (55.7%) of the respondents never enjoyed any form of incentives while 22 (27.8%) agreed to have enjoyed some incentives through statutory procedures of promotion, study leaves and sabbaticals, and 13 (16.5%) abstained from responding. On the issue of promotion, 41 (51.9%) said they are discontented with the assessment procedure while only 19 (24%) indicated that they are contented and the remaining 19 (24%) abstained. Further still, 10 (12.7%) assented to getting promoted as regularly as they expected whereas, 52 (72%) do not enjoy promotion as regularly as they desire and 13 (16.5%) abstained. It is apparent from the foregoing that most staff are discontented with the level of incentives and motivation provided for them. This, perhaps, has direct impact on their level of discipline. Asked whether they are satisfied with the level of discipline in the library, 54 (68.3) replied in the negative; 40 of this gave reasons bothering on laxity in performing assigned duties. Other reasons given include lateness to, and absenteeism from, work. When staff are found wanting in their jobs, the only disciplinary step taken as confessed by some of the respondents is to report to the superior officers. This reveals that a lot of indiscipline is condoned in the library.

Relationship with Co-workers

The workplace tends to be more conducive in an atmosphere where there is no rancour or animosity. The staff are likely to be more devoted to their jobs and less apathetic if they enjoy cordial relationships with their co-workers. There is usually smooth communication among staff when they enjoy good relationships amongst themselves. Interpersonal and interactive relationships enhance cordiality. Table III shows how the mid-level staff of KDL relate to themselves and other staff in the library.

TABLE III: Intra and inter-relationship of mid-level staff in KDL

Relationship	Superiors.	%	Colleagues.	%	Subordinates.	%
V. cordial	13	16.5	41	51.9	70	88.6
Cordial	44	55.7	35	44.3	9	11.4
Not cordial	3	3.8	-	-	-	-
Abstinence	19	24	3	16.5	-	-
TOTAL:	79	100	79	100	79	100

It is observed that the target group enjoys good relationship with other staff in KDL. It is noted understandably that 24% of the respondents abstained from giving any response on their relationships with their superiors. However, 72.2% of the respondents enjoy 'cordial' and 'very

cordial' relationships with their superiors; 96% enjoy such relationships with their colleagues; and 100% with their subordinates.

In order to throw more light on the interactive and interpersonal relationships of the respondents, the understated questions were posed. Their responses are shown in Tables IV and V. In Table V, of those who responded in the negative, 28 claim that they do not usually discuss their private issues or personal matters in the workplace. Two (2) of the respondents claim that their bosses are distant while two others said that bosses are not usually interested in such discussions. The remaining 15 respondents gave no reasons why they do not discuss their personal problems with their superiors. Asked how their superiors react when they make mistakes, 6 (7.6%) of the respondents said they are usually scolded and warned; 41 (51.9%) said they are queried immediately; 13 (16.5%) said their superiors get very angry and bitter with them; while 19 (24%) of them abstained. This shows that communication is usually strictly official.

TABLE IV: Communication: "How do you approach your boss?"

Approach superior	Frequency	%
Discuss with him/her	28	35.4
Write him/her	10	12.7
Discuss and write	32	40.5
Avoid him	3	3.8
Abstinence	6	7.6
TOTAL	79	100

TABLE V: Personal communication: "Do you discuss personal problems with your boss?"

Personal communication	Frequency	%
Yes	19	24
No	47	59.5
Abstinence	13	16.5
TOTAL	79	100

In order to show the level of involvement of the target group in the administration and decision making of the library, questions regarding committees and staff meetings were raised. Of the respondents, only 32 (40.5%) are aware of the existence of committees in the library whereas, 47 (59.5%) are completely ignorant of such committees. Only 19 of the 32 that are aware of committees belong to one committee or the other. Regarding staff meetings, 25 of the respondents are aware of meetings. Out of this, 6 and 10 respondents claim that the meetings were held quarterly and annually respectively. Others are not sure of when the meetings take place. All the respondents are however aware of social gatherings held usually at the end of the year for all staff. For decision making, 22 (28%) are involved when decisions about their jobs or offices are taken. The remaining 57 (72%) claim that they are not aware when such decisions are taken.

Job Satisfaction

As shown in Table VI, when the respondents were asked whether or not they are satisfied with their jobs, 44 (56%) answered in the affirmative while 28 (36%) expressed their dissatisfaction and 7 (8%) abstained. Those who are not satisfied with their jobs claim that their jobs are either routing and boring; heavy and tedious; below their qualifications, training and status; not challenging enough; and not appreciated. Others claim that they have difficulties getting materials like tools, good facilities and stationery to do their jobs.

TABLE VI: Level of job satisfaction: ‘Are you satisfied with your job?’

Job satisfaction	Frequency	%
Yes	44	56
No	28	36
Abstinence	7	8
TOTAL	79	100

It is indicated that some of those not satisfied are those staff that are not appreciated or commended for good performance.

The respondents were further asked whether they are satisfied with their job environment. Those who replied negatively constituted 76% of the respondents and they gave reasons bothering on lack of proper offices and lack of adequate conveniences like toilets, air conditioners, furniture, fans, etc. While 4% of the respondents abstained, 20% of them are satisfied with their job environment. Majority (92%) complained of lack of recreational facilities in the library and expressed desirability for coffee rooms or common rooms and facilities like refrigerators such as are provided in the faculties and other units of the university.

Findings

It can be deduced from this study that commitment to duty and high level discipline in the workplace are tied to job motivation and satisfaction. These are directly derivable from adequate provision of materials and other facilities that can enhance the atmosphere of the job environment, regular payment of salaries and prompt acknowledgment of hard work. Even in a situation where remunerations and personal emoluments are less than satisfactory, if the working environment is conducive, the staff are likely to be committed to duty. As shown in the case of KDL, most (56%) of the respondents are satisfied with their jobs, they are however not contented. This is so because the job environment can be said not to be as the staff expected. In this situation, innovative ideas are usually not common.

The mid-level staff in KDL enjoy good interactive and interpersonal relationships with themselves (superiors, colleagues and subordinates). There is high level cordiality among all cadres of staff. However, there is the need to involve all categories of staff in decision making process especially where their offices and jobs are concerned. The committee system should be further encouraged and there should be regular staff meetings to intimate the staff of the state of things in the library. This is essential for effective communication. A welfare committee should be constituted to cater for staff welfare matters and also be responsible for giving appropriate rewards and special incentives to deserving staff. Issues of promotion should be taken seriously. Promotion exercises should be taken through proper channels. The staff that are involved should be promptly briefed of the outcome of the exercise. Erring staff should be sent to appropriate disciplinary committees of the institution. These steps will surely bring a re-orientation of staff attitude to work and a greater commitment to duty.

Suggestions from Respondents

The respondents freely commented on the library administration and gave suggestions on ways of motivating staff for greater productivity. Some of the comments and suggestions are as follows:

- The administration should organise frequent seminars; arrange in-service trainings and make departmental vehicles available for staff on official assignments during office hours.

- There is lack of communication and this affects staff attitudes to work. Everybody's work should be appreciated. Motivation should be by improved communication and participation. Every staff should be an image maker of the library and should therefore be informed of what is going on.
- Formal and informal communications should be encouraged between staff and management. Staff meetings should be held regularly and staff should be informed about what is going on in the library not only to acquaint them but to solicit their support for any new programmes being introduced.
- More departmental meetings should be held to inform staff about new developments in the library.
- There should be committees on various operations. Dedicated officers should be promptly acknowledged. Working environment should be made conducive and there should be improved provision of tools to work.
- There should be periodic meetings among staff to discuss issues affecting them and their jobs. Encouragement should be given when necessary. This will boost the workers' morale, even sometimes, more than money incentives.
- The administration of the library needs to be more focussed and pragmatic at looking at issues/matters relating to the library. This will make it healthy enough to face its numerous problems.
- The idea of putting/mixing senior and junior staff in the same workroom (offices) should be discouraged.
- Line of authority should be made to work in this library. People who are put in responsible positions should be made accountable. The practice that has made sectional heads redundant should stop. The situation that makes individual staff to demand for work tools directly from the University Librarian instead of from sectional or unit heads should be discouraged.
- Government should fund the universities properly.
- Responsibilities are not shared, so power seems to be concentrated in the centre. For better administration, power and responsibilities should devolve. Staff will be properly motivated if their working environment is conducive; if they are carried along when decisions are made; and if their welfare problems are addressed appropriately by the necessary authorities.
- Staff welfare is an important aspect of organisational management. If staff welfare is adequately taken care of, there is no doubt that the staff will be willing to contribute positively to the proper functioning of the library. Presently, staff welfare is not being addressed the way it should.

Conclusion

Obviously, from the foregoing, the factors that influence motivation, job satisfaction and attitude to work are intertwined. Provision of a conducive environment and the provision of adequate tools and materials are important for effective job performance. The staff also expect a minimum level of involvement when decisions about them are taken. This could be shown through adequate and smooth communication, staff meetings, seminars, in-house and in-service trainings. These also constitute measures of incentive that can motivate the staff to be more productive. Moreover, issues of regular promotions, rewards and acknowledgements for hard work - even if they are verbal encouragements - will boost workers' morale. In order to empower the library administrators, government should make funds available through the university for effective management. This will make it easy for the library authority to provide the greatly needed resources that will make the library function properly, and hence, free the administration from incessant financial dilemma.

Finally, issues bothering on discipline should be handled decisively. Responsibilities should be appropriately shared; lines of authority should be respected by all; and staff should be accountable for whatever they are responsible for. It is only under such atmosphere that we can have and sustain improved productivity in the library.

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