

Salary as a motivational factor and service delivery of academic librarians in university libraries in South–South, Nigeria

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Abstract

This study investigated the relationship between salary and service delivery of academic librarians among university libraries in South–South, Nigeria. The main purpose was to examine the relationship between salary and service delivery of academic librarians among university libraries in South-South, Nigeria. Ex-post-facto research design was adopted. The population of the study comprises 175 academic librarians working in public university libraries in South-South, Nigeria. The entire population was used for the study. The instrument used for data collection was a structured questionnaire. A total of 175 copies of questionnaire were administered to the respondents and all were returned, four (4) of the returned copies of questionnaire were rejected because they were not completely filled. Therefore, a total of 171 copies of questionnaire (98%) were used for the analysis. Descriptive statistics and Pearson Product Moment Correlation Coefficient (r) were used to answer the research questions, Regression analysis was used to test the hypotheses at 0.05 level of significance. The results of the analysis for the research questions show that, there is a relationship between salary and service delivery of academic librarians among university libraries in South-South,, Nigeria. The results of the analysis also show that the hypothesis was rejected. This means that there is a significant relationship between salary and service delivery of academic librarians among university libraries in South–South, Nigeria. Based on the findings, the study recommended that, management of universities should offer attractive salary and other monetary incentives to their academic librarians. In conclusion, it is clear that the two variables salary and service delivery are correlates to each other.

Keywords: Salary, motivational factors, service delivery, academic librarians, university libraries

Introduction

In any university, the library is one of the most important service departments through which the university, achieves the main objective for its establishment. The library is an information resource center that serves the entire university community and the general public. Its primary objective is to support teaching, learning and research activities as well as provide recreational and community services, an objective which is achieved through a systematic acquisition, storage, organization and dissemination of all forms of recorded and undocumented information for the purpose of reading, study, research, consultation and recreation in all fields relevant to the programmes of the university.

The university library is meant to serve the undergraduates, postgraduates, lecturers and other members of the university community. University library, according to Nkamnebe, Udem and Nkamnebe (2014), is a library established, administered and funded by a university to meet the information, research and curriculum needs of its students and faculty members. A university library is regarded as the heart of the intellectual life of the university (Ekere 2014). Ekere added that, the quality of a university is measured largely by the quality of its library because of its unique role in the university system. According to Nkanu (2016), the library is the hub of academic activities in educational institutions especially the universities. Nkanu went further to

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note that, the university library is a depository of knowledge, a large reservoir from which information can be tapped. As an information-based resource center within the knowledge communication system, the university library serves as a generating and depository mechanism for ideas.

University libraries are service institutions. They exist in order to enable users to make the most effective use of the resources and services of the library. These libraries allow access to their collections and provide services to their users. Ofodile and Ifijeh (2013) noted that the university libraries are to convert potential users into habitual users. To this end, the objective of the university library is to increase access to resources and information materials in the library holding, and basic access is provided through selection, acquisition and organization of resources to support academic enquiry and discovery. The accomplishment of these functions, according to Uppev, Chorun and Idachaba (2015), depends on motivating academic librarians to perform their duties effectively as well as the availability of information resources in the university libraries.

Apart from serving its primary purposes of providing information resources and services for teaching, learning, research and service, Aina (2004) observed that the university library also serves as a depository of the university's publications or in some cases, national publications as well, as was the case with the university of Ibadan Library, which performed the function of a National Library until 1970 when the National Library of Nigeria Decree was enacted replacing the National Library Act of 1964. University libraries are service -oriented; in order to ensure effective service delivery to its clients, those providing the services need to be motivated. Dodlova and Yudkevich (2009) noted that every organization whether public or private is goal oriented and all efforts are geared towards the successful attainment of those goals and objectives. Ogar (2019) sees the university library as libraries attached to universities to provide information resources to support teaching, learning, research and recreational needs of students, staff and the entire university community. Therefore, for any university library to record any degree of meaningful success in the pursuit of its goals and aspirations, it must engage the services of professionally- trained academic librarians.

In the university library, there are different categories of staff ranging from non-professionals, para-professionals and the professionals who are the academic librarians. Academic librarians, who are the focus of this study, are seen by the Librarians' Registration Council of Nigeria (LRCN) Act 12, of 1995, as any person registered or deemed to be registered as such under the Act. Section 9 of the Act goes further to state that such a person must possess the requisite qualifications approved by the Council, the minimum of which is first or postgraduate degree in Library Science, Library and Information Science or its equivalent as determined by the Council. Ogundeji (2012) noted that, the minimum academic qualification of librarians in Nigeria is a university degree in librarianship or a first degree in another field with a postgraduate degree in librarianship.

In addition to the degree in librarianship, the person is also expected to be certified by the Librarians' Registration Council of Nigeria as stated by the Act (LRCN, 1995). Ogundeji (2012) stated that academic librarians manage the affairs of the library as they constitute the Management staff of the library and carry out professional routine services in the library such as cataloguing and classification of library materials and teaching of the Use of Library course to new students in the university. According to Ogar (2019) academic librarian is any person who works professionally in a library, and holds a minimum of first degree in librarianship from a recognized library school (that is from a recognized university). They are part of the human resource in the library which is a vital aspect of the university library. The success or failure of

any organization depends to a large extent on the human capacity as posited by Moghaddam (2009) who noted that one of the vital elements of organization success and dynamism is the presence of specialized human resources. In support of this assertion, LaRue (2012) firmly believes that the library's most powerful asset is its academic librarians.

Motivation according to Muogbo (2013) is the act of influencing human behavior positively for effective job performance. Yazdani, Yaghoubi and Giri (2011) see motivation as a process of stimulating people to action in order to achieve a desired task. According to Mani (2010), motivation is a process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal. Motivation is important determinants of employee's job performance as it represents the level of motivation of employees to their work. In the present global economy, most employers have realized that for their organization to compete and be successful, the performance of their employees is very important. For this reason, many employers of labor put several mechanisms in place to ensure that optimum job performance is achieved (Madukoma, Akpa, & Okafor, 2014). To achieve optimum job performance, it is expected that certain measures need to be put in place to encourage and motivate workers to perform up to expectation; these measures include good salary

Salary as a form of motivational factors is a form of periodic payment from an employer to an employee, which is specified in an employment contract. It is contrasted with piece wages, where each job, hour or other unit is paid separately, rather than on a periodic basis (Chaudhary & Sharma, 2011). Tang, Luna-Arocas, Sutarso and Tang (2004) observed that salary plays an important role in motivating employee. However, the strength of the relationship between salary and job performance may be influenced by a mediator. The mediator may serve to clarify and explain how and why such relationships occur. The concept of love of money was introduced by Tang, Luna-Arocas, Sutarso and Tang (2004), who argued that the love of money reflects an employee's wants and values, and that someone who values money highly will be satisfied with his salary and ultimately his job when he receives a desired raise.

According to Lawler (1973) and cited by Teck-Hong and Waheed (2011), employees' salary satisfaction usually influences their job performance. Tang, Luna-Arocas, Sutarso and Tang (2004) found that salary satisfaction is a part of job performance, which could lead to higher worker productivity. Workers are inspired to achieve more and to give full effort only if they are satisfied with their salary. Lawler (1973), cited by Teck-Hong and Waheed (2011), reported that absenteeism, lateness to work, apathy as well as low job performance can result when salary dissatisfaction is present. Mani (2002) observed that, those workers who absent from their work frequently are not satisfied with their salary and that 69% who absent once or more in six months are also not satisfied with their salary. Employees are often motivated by salary. Woods (2018) noted that, the salary a worker is paid by his employer can have a great influence on his performance. A worker does not simply view his salary as a dollar amount; the employee sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. Ogar (2019) on his part see salary as the monthly fixed amount of money the employer pays to employee for work done.

One main problem facing university libraries in South-South, Nigeria, today seems to be lack of motivation. It is widely observed that a worker who is well motivated and satisfied with his job is likely to perform his duties very efficiently. The duties of academic librarians are quite enormous. Their service delivery is affected by the level of motivation and the job itself. Also, which may lead to negative consequences such as low job performance, absenteeism and apathy if no solution is proffered in time? It is sad to note that because university libraries lack

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motivation, incidences of poor service delivery and poor work culture such as: reporting late and closing off early, poor public relation and to some extent, negative attitudes towards work have been observed to be on the increase in university libraries in the South-South, Nigeria. Is this poor service delivery as a result of poor salary? Given this scenario, the thrust of this study therefore, is to investigate salary as a motivational factors and effective service delivery of academic librarian among university libraries in South-South, Nigeria.

Literature review

The establishment of university libraries is synonymous with the establishment of universities. It can be said with certainty that each university library is as old as the university that brought it to be, that is, each library was established on the same date as the university that owns it. The mission statements that underlay the establishment of any university makes its library to be the cornerstone and focal point of the university in providing library and information services to staff and students (Ogar, 2019). Nkanu (2016) observed that, the university library is a research library since one of its primary objectives is the provision of materials in support of undergraduate, postgraduate, Faculty, external and collaborative researches.

Undeniably, the university library is the university's major instrument in the conservation of recorded knowledge through its rational, systematic and comprehensive acquisition (purchase or donation) of all types of human communication records. These could be works published and unpublished, written or oral, in recorded form that embody the idea or invention that grows out of accumulated and conserved knowledge in almost all fields of knowledge, not necessarily in those programmes offered by the university (Nkanu, 2016). As an agency for teaching, research and conservation of knowledge, the university library fulfils these functions, according to Ottong and Edem (2006), through collection and acquisition of knowledge in all formats, organization of knowledge for easy storage and retrieval, storage and preservation of knowledge for use by posterity and retrieval and dissemination of knowledge. These functions are carried out in the various Departments and units of the university library by academic librarians.

Like in any organization, salary in university libraries in South-South, Nigeria, can be instrumental in boosting effective performance and organizational productivity. Academic librarians perform at optimum level towards fulfilling the aims and objectives of the library when they are well paid. On the other hand, when salary of employees is nothing to write home they tend to show aggression, apathy, and hostility as well as perform below expectation thus undermining efficiency, productivity and sustainability.

Good remuneration has been found over the years to be one of the policies organizations can adopt to increase their workers job performance and, thereby, increase the organizations productivity. Also, with the present global economic trend, most employers of labor have realized the fact that the performance of their employees goes a long way in determining the success of the organization and its ability to compete favorably in the market, in line with this many organizations has considered employee salary as one of their priority. Salary, according to Mish (2001), is the fixed compensation paid regularly for services. Jhingan (2006) view salary as payment for the service of labor, whether mental or physical. Saumelson and Nordhaus (1985) see salary as a price of labor. Esien (2002) defined salary as a fixed annual amount, paid monthly. Sharma and Bajpai (2011) Salary is a form of periodic payment from an employer to an employee, which is specified in an employment contract. To Lurie (2004) salary is payment for labor services, and is classified according to the time period of payment.

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Salary is a fixed amount of money paid to a worker, usually measured at monthly or annual basis. Salary, according to Idrees, Xinping, Shafi, Hua, and Nazeer (2015), is a fixed amount of money or compensation paid to an employee by an employer in return of work done. Robbins, DeCenzo, Coulter, & Langton, (2005) see salary to include cash and non-cash payments. In non-cash payment an employee can receive house and transport facility and some other non-monetary benefits. Akintoye (2000) states that to use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures; these are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of professions or with long service; and fringe benefits such as holidays with pay, pensions and health insurance . It is also important to ensure that the prevailing pay in other university libraries is taken into consideration in determining the pay structure of their organization.

According to Aarabi, Subramaniam and Akeel, (2013) all organizations use money, promotion, bonuses or other types of rewards to motivate and encourage high-level performances of employees. But money has the supremacy to magnetize, maintain and motivate individuals towards higher performance. To buttress this, Noori, Khan and Naseem (2015) submitted that money is a prime motivator of employees' job satisfaction. Atchison (2003) as cited by Sule, Amuni, Obasan& Banjo (2015) observed that salaries constitute a significant part of the overall cost of operations, Atchison went further to opine that in some organizations salaries constitute over 50 percent of the operating costs. Essien (2002) argued that salaries, wages and related costs make up about 65 percent of the total costs of running a business. Be it as it may, establishments that lack ability to pay wages and salaries regularly are in danger of disintegration. Sule' Amuni' Obasanand Banjo (2015) Stated that poor salary is a source of frustration and can result in declines in productivity. As such, organizations must spend a great deal of time and effort in finding appropriate payment system in their organization.

When there are good performance measures, performance-pay can enhance employee productivity and improve match quality. However, the use of performance-pay is constrained by the quality of available performance measures. As a consequence, a profit maximizing firm will introduce performance-pay in a particular job only when the quality of the performance measure is sufficiently good (Lemieux, MacLeod & Parent (2009). Lazear (2000) observed that when employers increase the salary of the workers, most employees work on their tasks and duties diligently. Agburu (2012) declared that salaries should not only be adequate but they must also show some element of equity.

Salary has remained the most significant motivational strategy. Muo (2013) opined that right from the days of Taylor and his scientific management mentality, salary has always been seen as the greatest motivator for workers. Of course, this has to be so in a situation where money is the only means to acquire whatever one wants. The motivational value of money is invariably high in African countries because of the circumstances like mass poverty and lack of basic amenities. According to Maslow (1943) as cited by Ghaffari, Shah, Burgoyne, Nazri and Salleh (2017) organizations must provide employees with a salary that enable them to afford adequate living conditions .

Sule, Amuni, Obasan and Banjo, (2015) carried out a study on wages and salaries as a motivational tool for enhancing organizational performance. A survey of selected Nigerian workplace. The study examined how the organization's human capital was compensated and see

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whether the compensation even serves as a motivational tool to enhance organizational performance. The study adopted a survey research design. The population of the study consists of 370 staff at different management level in all the organizations studied, the breakdown of the population were as follows 70 from Crescent University, Abeokuta, 70 from Moshood Abiola Polytechnic Library, Abeokuta, 60 from Nigerian Gas Company, Egbin, 40 from Nigerian National Petroleum Corporation (NNPC) Staff School, Port Harcourt, 70 from Federal Medical Centre, Abeokuta and 60 from Ogun State Judiciary (High Court of Justice), Ijebu-Ode. Accidental sampling method was used in drawn 120 sample size for the study. A questionnaire tagged Wages and Salaries as a Motivational Tool Questionnaire (WASAMOTOQ) was used for data collection. The ANOVA was used for data analysis. The finding of the study revealed that there is a relationship between wages and salary (compensation) and motivation. It further established the consequential effect of inadequate wages and salary (compensation) and motivation on the organizational development.

Boama (2014) also carried out a study which dwelt on the effect of motivation on employees' performance: empirical evidence from the Brong Ahafo Education Directorate. The objective of the study was to determine the effect of motivation on employees, identify factors that motivate employees; determine the employees' performance and to assess the effect of motivation on the employees' performance. The research design adopted for the study was a descriptive survey. The target population for the study was 2206 comprising 62 Officers at the Municipal Education Office, 2144 teaching and non-teaching personnel. A systematic sampling technique was used in drawn 221 sample size for the study. The study used two research instruments for data collection, questionnaire (close-ended questions) and semi-structured interview guide. The data was analyzed using Statistical Package for Social Sciences (SPSS) and Content analysis. The study revealed that motivation level is low in the area of salaries and wages.

Purpose of the study

The purpose of the study is to determine the relationship between salary and service delivery of academic librarians in university libraries in South–South, Nigeria.

Research question

What is the relationship between salary and service delivery of academic librarians in university libraries?

Hypothesis

There is no significant relationship between salary and service delivery of academic librarians in university libraries in South-South, Nigeria.

Methods

Ex-post-facto research design was adopted for this study. Questionnaire was used for data collection. A total enumeration sampling method was employed, since the population size was manageable. A total of 175 respondents (i.e. 101 academic librarians working in the six Federal University libraries and 74 working in the seven State University libraries in the region) completed and returned the questionnaire administered to them. Descriptive statistics and Pearson Product Moment Correlation Coefficient (R) were used to answer the research questions, a bench mark of .50 representing 50% was used for decision making. Any calculated

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result of .50 (50%) and above was taken as high relationship, while those below .50 (50%) were taken as low relationship. Regression analysis was used to test the hypotheses at 0.05 level of significance.

Findings

The findings of the study are presented in this section..

Research question: What is the relationship between salary and service delivery of academic librarians in university libraries in South–South, Nigeria?

Table 1: Mean and Standard deviation of responses of academic librarians on relationship between salary and service delivery among university libraries in South-South Nigeria

Items	Mean	Std. Deviation	Remark
Salary			
My salary as an academic librarian is quite satisfactory	3.3333	.65977	Related
My salary can adequately provide for my family need	3.2398	.70781	Related
As an academic librarian I earn good salary	3.4211	.74235	Related
My salary provide me with steady income	3.0877	.88012	Related
I cannot afford to build my personal accommodation with my salary	3.1637	.85892	Related
My salary cannot provide my family need	3.4386	.75188	Related
My salary as an academic librarian is very poor	3.2047	.78154	Related
Overall Salary	22.8889	2.36754	Related
Services Delivery			
I always carry out my job with determination and happiness	3.2924	.67467	Related
I accepts responsibilities at all-time readily	3.2281	.71169	Related
I develop solutions to problems as soon as they arise	3.4094	.74890	Related
I am easily thrown off balance with users queries	3.1696	.89470	Related
My decisions are always accepted by management	3.1696	.85434	Related
I depend on others to answer users queries	3.4269	.75862	Related
I use library resources effectively in answering users queries	3.2749	.75179	Related
I always spend time in interpreting my query result to users	3.2865	.68152	Related
I am dutiful when colleagues come to me with queries (needs)	3.3626	.70093	Related
Overall Service Delivery	29.6199	2.77626	Related

Table 1 shows the mean responses of academic librarians on relationship between salary and service delivery among university libraries in South–South, Nigeria. The data on the table revealed that the entire calculated mean are greater than .50 set as bench mark for the study. This means that there is a relationship in all the items.

Table 2: Pearson Product Moment Correlation Coefficient analysis of the relationship between salary and service delivery of academic librarians

Variable	N	Mean	SD	R	R ²
Service Delivery	171	29.6199	2.77626	.816	.666
Salary		22.8889	2.36754		

$\alpha=.05$, R = correlation coefficient, R²= coefficient of determination,

Result in Table 2 above shows that academic librarians’ service delivery has a coefficients of determination R²of .666. This means that 67% of academic librarians’ service delivery accounted for by their salary.

Hypothesis: There is no significant relationship between salary and service delivery of academic librarians in University libraries in South-South, Nigeria.

Table 3: F-test summary table for relationship between salary and service delivery of academic librarians in University libraries in South-South, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	Sig F
1	.816 ^a	.666	.664	1.60961	336.740	.000

~~a. Predictors: (Constant), salary~~

In order to test the hypothesis, the F-test was used to test the relationship between salary and service delivery of academic librarians. Table 3 revealed that an F – change of 336.740 with associated exact probability value of .000 were obtained. This probability value is less than .05 set as the level of significance for the testing of the hypothesis. It was found to be significance because .000 is less than .05. Consequently, the null hypothesis was rejected. This means that there is a significant relationship between salary and service delivery of academic librarians in university libraries in South-South, Nigeria.

Discussion of findings

The finding of the analysis revealed that there is a significant relationship between salary and service delivery of academic librarians among University libraries in South–South, Nigeria. The finding of the study shows that salary is one of the most efficient variables, which means that service delivery of academic librarians can be increased to a sufficient level by bringing a small increase in salary. With recent economic recession employees heavily prioritize salary more than other motivational factors, since other rewards and benefits attached to the salary can also result in greater change in job performance.

The finding that salary is significantly related to service delivery is consistent with the studies of Sule, Amuni, Obasan and Banjo (2015) who found that there is a relationship between

wages and salary (compensation) and motivation. Navdeep and Pankaj (2011) also found that among motivational strategies salary package is the most important and most influential variable. The findings are also in line with the view of Mishra and Dixit (2013) that financial rewards are highly correlated with employees' job performance in an education rewards system. The significance of salary to employee's job performance was also noted by Siamuzwe (2012) when he observed that many managers used money to reward or to punish employees, this was done through the process of rewarding employees for higher productivity. Chrong (2012) on his part observed that earning has a positive influence on employees' performance. The finding of the study is contrary to the view of Boama (2014) who noted a low level of motivation in the area of salary and wages in Brong Ahafo Education Directorate.

Based on these findings, it is clear that the majority of the academic librarians surveyed worked extra hard for higher pay. It can also be argued that money has been the most important factor in motivating them to achieve higher performance. Academic librarians just like any other workers have the right to receive better salary (wages) so that with their effort put in through hard work they should meet their basic needs as outlined in the Maslow's hierarchy of needs. These findings are also supported by Siamuzwe (2012) that physiological needs can only be met by creating a comfortable salary in any given work place. Academic librarian who cannot get sufficient salary tends to be faced with problems of maintaining their family's life. In addition, such problems put the workers far from having job satisfaction.

The findings of the study are contrary to the view of Idrees, Xiping, Shaf, Hua and Nazeer (2015) they observed that salary is not the only motivator for the job performance in educational sector. It can be deduced that salaries paid to academic librarians in some university libraries in South-South, Nigeria are perceived not to be adequate to sustain the academic librarian's living standard. The implication is that with inadequate salaries in this economic recession, the academic librarians would not be able to meet up with their basic needs which in turn would affect their performance.

Conclusion

It is clear from the findings that salary as motivational factor and service delivery are correlate, whereby the dimensions of salary are the main variables that can cause effective service delivery among academic librarians in the university libraries in South–South, Nigeria. Although the study relates to the university libraries in South–South, Nigeria in particular and the Nigerian university libraries situation in general, issues raised could be pertinent to the situation elsewhere in Africa and the developing world. university libraries in Nigeria need to realize that the parent institutions alone can no longer meet their budgetary requirements to operate efficiently and effectively.

Since it has been found that academic librarians consider salary as important motivational factor that enhance their job performance. It is therefore recommended that university management should offer attractive salary and other monetary incentives to their academic librarians. This can be done by providing academic librarians career growth prospects which will increase their job satisfaction and as a result increase their salary, and that university management should look into the issue of salary inadequacy

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