

Job motivators among librarians in private university libraries in South-West, Nigeria

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Abstract

The study examined job motivators among librarians in private university libraries in South-West, Nigeria among librarians in private university libraries in South-West, Nigeria: An empirical approach. In developing countries, job satisfaction has been reportedly low, for instance in Nigeria, job satisfaction was low in several studies that were carried out. A survey research design was used for the study. The participants in this study were two hundred and forty-three (243) librarians from thirty three private universities in Nigeria's South-West. Total enumeration was used to cover the two hundred and forty-three (243) librarians working in the thirty-three under study. The researcher adopted the instrumentation of questionnaire method from Yaya (2019) for the collection of data on job satisfaction. The response rate was 61.7%. Descriptive statistics of frequency, percentage, mean and standard deviation was used to analyze the research question. The results of the study revealed that the librarians are highly motivated on the job. There were five dimensions representing librarians motivation namely self-actualization, social affiliation, self-esteem, physiological factors and security. The study recommended that, academic librarians should be properly and appropriately motivated on a regular basis to improve their morale.

Keywords: Librarians; motivation; private universities, South-West, Nigeria

Introduction

Library's primary goal, as a support system for the university, is to aid all academic efforts by collecting, organizing, and giving access to relevant and current information resources. However, it may be difficult to achieve the university's mission without motivated library staff. Library staff in university include professionals, paraprofessionals and non-professionals. Library officers are paraprofessionals, whereas non-professionals include library assistants, porters, secretaries, administrative officers, security workers, drivers, and

cleaners. Professionals are qualified librarians with either bachelor of library or information science, master's /PhD degree or equivalent from a recognized university. In this study, only professional librarians will be considered because they are the category of staff that is expected to have the skills and competencies for effective service delivery while other categories of workers are to complement their work. In this study, the terms librarian and library personnel are used interchangeably. Nonetheless, library staff at all levels, departments, and sections

are required to be highly knowledgeable, steady, skilled, and satisfied.

Job satisfaction is the extent to which a worker enjoys doing his work. It is the way he shows satisfaction towards the work he is doing. Job satisfaction is reflected in the love exhibited as he is doing the work with or without compensation. Ezeamama (2019) described job satisfaction as the extent to which a worker enjoys doing his work. It is the way the worker shows satisfaction towards the work done. Without continued support, contributions and work satisfaction of library personnel, the university libraries' aims will be unattainable. To underscore the importance of job satisfaction, Buchanan and Huczynski (2017) asserted that it will be costly for an establishment to lose hard working workers. Hence, modern workers expect an environment where they will be part of decision making process, where they will have opportunity for capacity building. Workers' satisfaction and wellbeing have been a big concern of management in the last few decades. Whenever librarians are dissatisfied with their work, they will look elsewhere where their aspirations will be fulfilled. In the light of this submission, the challenge of satisfying workers' motivation has become a major challenge for universities.

Poor satisfaction of workers has been a major issue in the field of human resources, psychology and organizations (Mabaso, 2017). It is a general concern in the workplace because individuals that are dissatisfied may influence their colleagues negatively. They may be willing to resign with the hope of getting greener pasture whenever there are openings elsewhere. Job satisfaction has been linked by utilitarian reasons such as reduced absenteeism, turnover, and increased productivity in the workplace; and humanitarian reasons, such

as improved health and well-being of the workers (Kyumana, 2017). Ademodi and Akintomide (2015) postulated that dissatisfied workers would either quit or become a liability to the organisation, thus encouraging inefficiency and low productivity or dedication. There are various measures of job satisfaction in the literature. Jan (2020) identified factors of job satisfaction as training, service structure, and access to national and international funds. Other measures of job satisfaction include cordial relationships with their supervisors, colleagues, users and job security (Ikonne & Onuoha, 2015; Ikolo, 2018).

Globally, job dissatisfaction has become a tremendous concern to researchers. In India for instance, more than 77% librarians expressed their willingness to change their present employer, if given better opportunity and more than 80% either fully or partly agree that they are dissatisfied with their employers (Pandita, 2016). In Sri Lanka, few studies, limited in scope, conducted on job satisfaction of university library staff indicate that library employees were moderately satisfied with their jobs (Li & Bodhinayaka, 2018). In Pakistan, Jan (2020) reported that few studies have been conducted on job satisfaction of library professionals. On the other hand, a study conducted by Togia (2004) which examined job satisfaction among Greek academic librarians affirmed that librarians were generally satisfied with their job.

In developing countries, job satisfaction has been reportedly low, for instance in Nigeria, job satisfaction was low in several studies that were carried out (Anyaku, Osuigwe, & Oguaka, 2015; Aghadiuno, Ayele & Itodo, 2020). Anyaku et al. (2015) affirmed that where a librarian is dissatisfied with his or her job, there is a tendency for the display of negative attitude

towards users. Despite the important roles of librarians, some librarians still exhibit poor attitude towards their work and those they serve which may be due to irregular promotion, lack of incentives and delay of salary payment. This apparent attitude exhibited by these librarians might therefore, bring dissatisfaction and this could lead to lack of commitment to work, absenteeism and lateness which make librarians perform below expectations. This however may affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development (Aghadiuno, Ayele & Itodo, 2020). Igbashal, Beetseh and Kumba (2016) pointed out that dissatisfied employees are less likely to go extra mile for their organization or perform organizational citizenship behaviors, that which is not required of organizational members but contribute to organizational inefficiency and ineffectiveness. Yaya, Opeke and Onuoha (2016) also claimed that the level of job satisfaction among librarians in most public university libraries in Nigeria is significantly lower than that of other faculty members in the same educational sector. As a result, it is evident that low job satisfaction is a serious issue that exists in many universities today, particularly in developing countries.

Literature review

The primary goal of library, as a support system for the university, is to aid all academic efforts by collecting, organizing, and giving access to relevant and current information resources. However, it may be difficult to achieve the university's mission without the support of the library staff. Library staff in the university includes professionals, paraprofessionals and non-professionals. Library officers are paraprofessionals, whereas non-professionals include library assistants, porters,

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The motivation of library employees has attracted great attention in the literature of librarianship and information science. Alajmi and Hessah (2019) investigated academic librarians' motivation and work satisfaction. A survey design was used with 108 respondents. This study revealed that employees' needs satisfaction is heavily influenced by their want to become what they are capable of being, or their drive for self-fulfilment. There was a consensus among academic librarians that their demands are met. Academic librarians were highly motivated by self-actualization and social needs. It was suggested that Information workers, such as librarians, need to be included in decision-making processes. Librarians need additional opportunities to put their abilities to work and to be creative and inventive.

Idiegbeyan-Ose et al. (2019) looked at the link between work satisfaction and motivation among Nigerian university librarians. The design used for this work was survey. The population consisted of 361 library personnel from a private institution in Nigeria's south-west. A low level of work satisfaction was found among the library personnel. The library's staffs were highly motivated. In addition, motivation and work satisfaction were shown to be related in the study. The research recommended that employees should be more appreciated and intrinsically driven, which will ultimately enhance their happiness.

Lawson and Frimpong (2021) looked at how motivation and work satisfaction influenced productivity in libraries. A cross-sectional survey approach was employed in the study's examination of 184 employees. Job satisfaction at the libraries was influenced by the environment, policies, interactions, and incentives. It was affirmed

that motivation has impact on job satisfaction of librarians in both libraries. Non-financial incentive variables, such as workplace safety and security, should be prioritized by library management, according to researchers. The many sorts of personnel at these institutions, as well as their preferred motivating conditions, should be given special consideration.

Hamid and Younus (2021) investigate the impact of employment motivation on librarians' workplace efficiency. It was a quantitative research project. 287 respondents were used for the research. The study revealed that library workers are highly motivated. Workers' job motivation strengthens them to use all of their efforts to attain the institutional goals. Despite variances in demographic criteria such as gender and job title, as well as education level and work experience, librarians have similar views on the effectiveness of work motivation. In order to boost productivity, it was suggested that companies pay attention to their employees' motivational aspects.

Okorie et al. (2019) examined library personnel's motivating variables and work performance. Survey research was conducted for 411 respondents. Findings indicated that a favorable working atmosphere is necessary for every employee to provide his best. A high degree of work performance was also found among library staff. It is recommended and concluded that for any organization to be successful and continue to develop; appropriate provisions must be created for motivating its personnel and executing them.

Academic librarians' motivation was measured by Umeozor and Emasealu (2020) at four Nigerian Federal Universities. Survey method was used with 66 librarians. Findings reveal that among the 14 motivational variables investigated, male

and female librarians were motivated in various ways. In terms of motivation, female librarians were more focused than male librarians. Years of service had an impact on motivation as well. Those who had worked for 11 to 20 years were motivated by extrinsic factors. The factors that impact librarians' motivation are heavily influenced by library managers, who are in charge of employee development. To this end, they are advised to include the extrinsic aspects of training. It was suggested that library management make every effort to promote these librarians when they are due, in order to ensure that the library's objective is carried out at all times.

Obiozor and Nwosu (2021) explored the impact of cataloguers' motivation on their work performance. The study included descriptive and correlational research designs. According to the study's findings, cataloguers were more "efficient" at their jobs. Cataloguers agreed that they were jointly motivated. There were two research designs used in this study: correlational and descriptive with 157 respondents. Findings reveal that cataloguers lacked the following: motivation; recognition; conducive work environment and basic social needs. It was recommended that cataloguers should be adequately motivated to enhance their productivity.

The job motivation and workplace productivity of library professionals were investigated by Hamid and Younus (2021). A quantitative research technique was employed, as well as a survey study design. According to the study, library personnel have a high level of motivation. Findings show that workers' motivation at work motivates them to put out their best efforts to attain their working goals. The study found that independent of demographic criteria such as gender, kind of institution, and job title, as well as their level, library

professionals' judgments on the usefulness of work motivation were the same. According to the conclusions of this study, organizations who want to boost workplace productivity should pay attention to their employees' inspiring initiatives.

Eze; Okeke and Okoroafor (2019) examined the motivation of librarians in Nigerian public libraries, as well as their level of work satisfaction. The study used a descriptive survey research with 56 librarians. In spite of having office furnishings and professional development possibilities, most librarians were dissatisfied with their work. Other challenges were: poor compensation; no good infrastructure; Information Communication Technology facilities/functional internet; poor organizational culture and decision making processes in most of the libraries. When asked, the majority of librarians answered that they would be willing to quit their current positions for new ones if the opportunity arose. It was suggested that if they want to get the librarians motivated and get job satisfaction, there should be improved funding for facilities, remuneration and training.

Issa (2021) studied the influence of motivation on librarian job satisfaction at the University of Ilorin library. A descriptive survey design was adopted for a population of 41 librarians. According to the study, motivating elements, such as the possibility of advancement and a nice working environment as well as employee participation and cash rewards, have an impact on the job performance. Workplace contentment was found to have a considerable impact on performance. The studies also indicated that librarians are generally satisfied with their jobs. A clear library goal, increased pay, training opportunities, a honest and yearly review, a

clear the ability were all proposed as ways to maintain or enhance job performance and satisfaction.

Kha et al. (2021) compared academic librarians' motivation to other librarians in Vietnam. Survey and interview method was used for 220 librarians. The majority of participants said that their motivation was heavily influenced by their income and benefits, working circumstances, and working relationships. They recommended that the job of librarians should be guaranteed. Librarians should have access to clear and consistent information regarding health insurance and retirement benefits. It was suggested that the work criteria for librarians be updated in order to create a fair balance between salary and responsibilities for librarians. A review and updating of library standards is also required by the government. If libraries managers want to keep their employees motivated, they should set codes of conduct and provide ways for them to communicate with one other. This includes elements such as fairness and conduct among co-workers.

Tella and Ibinaiye (2019) evaluated librarians' motivation, work satisfaction, and job performance. One hundred and eighty correspondents were selected using total enumeration sampling technique (TES). Regular compensation motivates librarians and library employees the most, whereas frequent contact with friends motivates the least. Work motivation is substantially higher among librarians than among nonprofessional library workers. Employee motivation and work satisfaction, as well as job satisfaction and performance, are all intertwined. The efficacy of librarians and library employees is influenced by their motivation and work satisfaction. According to the study, non-professionals' motivation should be improved so that the

disparity between them and their professional counterparts is less evident.

Objective of the study

The main purpose of this study is to determine job motivators among librarians in private university libraries in South-West, Nigeria.

Research question

The following question is answered in the study:

What are the job motivators among librarians in private university libraries in South-West, Nigeria?

Methods

A survey research design was used for the study. The participants in this study were two hundred and forty-three (243) librarians from thirty three private universities in Nigeria's South-West. Total enumeration was used to cover the two hundred and forty-three (243) librarians. Total enumeration was chosen by the researcher because the population size is reasonable and the whole population may be investigated if it is feasible in terms of expense and accessibility to the study participants (Adekeye and Apeh (2019). Another reason for using total enumeration was to ensure that all elements in the population participate and to reduce sampling selection bias in the study. Therefore, the entire professional librarians in the 33 private university libraries were used for the study. The researcher adopted the instrumentation of questionnaire method from Yaya (2019) for the collection of data for this study. Out of the 243 copies of questionnaire handed out to the participants, 150 were returned for the analysis. This amounted to 61.7% response rate which was considered acceptable for the study. According to Punch (2011), an acceptable

questionnaire response rate is at least 60% but that a response rate between 30-40% is not an anomaly as there could be factors that affect the response rate. Frequency, percentage, mean and standard deviation were used to analyse the data collected.

Results

As can be seen in Table 1, 94 (62.7%) respondents were females while 56 (37.3%) were males. According to this finding, there are more female librarians than there are male librarians. Hence the library profession is female dominated in the area. Seventy-seven (77.3%, n= 116) of the librarians had a master degree while 1.3% (n=2) possessed

MPhil degree. This demonstrates that the majority of librarians possess the necessary credentials.

Librarian II had the highest percentage of 54.7% while the statistic on deputy university librarian was 2.0%. It was clear from this result, that most of the respondents belong to the low cadre in library designation. More than half of the respondents (59.3%) who participated in the study have had between 1 to 10 years work experience while few had more than 20 years of work experience (8.0%), signifying that the study area is possibly dominated by highly experienced workforce.

Table 1: Demographic characteristics of the respondents N=150

Demographics	Frequency	Percentage %
Gender		
Male	56	37.3
Female	94	62.7
<i>Educational qualifications</i>		
NCE/OND	6	4.0
Bachelor and HND degree	9	6.0
Master.s degree	116	77.3
MPhil	2	1.3
PhD	17	11.3
<i>Designation</i>		
Librarian II	82	54.7
Librarian I	25	16.7
Senior librarian	25	16.7
Principal librarian	10	6.7
Deputy university librarian	3	2.0
University librarian	5	3.3
<i>Work experience</i>		
Less than a year	12	8.0
1-10 years	89	59.3
11-20 years	37	24.7
21-30 years	6	4.0
Above 30 years	6	4.0

Table 2: Librarians' job motivators in the private university libraries

Librarians' Motivation	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	SD	Decision
Self-actualization					3.24	.54	Agree
My capacity for creativity is high	62(41.3)	77(50.0)	12(8.0)	1(0.7)	3.32	.65	Strongly Agree
I feel fulfilled as a librarian	50(33.3)	84(66.0)	15(10.0)	1(0.7)	3.22	.64	Agree
The library workplace allows one realize their potentials	47(31.3)	87(58.0)	14(9.3)	2(1.)	3.19	.65	Agree
Social affiliation					3.20	.60	Agree
The atmosphere on the job is friendly	53(35.3)	81(54.0)	13(8.7)	3(2.0)	3.23	.69	Agree
There is a sense of belonging on the job	50(33.3)	85(56.7)	13(8.7)	2(1.3)	3.21	.66	Agree
There is a feeling of affection among library workers	53(35.3)	73(48.7)	21(14.0)	3(2.0)	3.17	.74	Agree
Self esteem					3.11	.60	
Self-respect is practiced on the job	46(30.7)	86(57.3)	16(10.7)	2(1.3)	3.17	.66	Agree
Achievements are recognized by the management	45(30.0)	84(56.0)	17(11.3)	4(2.7)	3.13	.72	Agree
Autonomy is allowed on the job	41(27.3)	81(54.0)	20(13.3)	8(5.3)	3.03	.80	Agree
Physiological factor					3.11	.57	Agree
The work environment is conducive	57(38.3)	78(52.3)	11(7.4)	3(2.0)	3.27	.68	Agree
There is adequate work resources	41(27.3)	88(58.7)	18(12.0)	3(2.0)	3.11	.68	Agree
Food service facilities are convenient and reasonable	36(24.0)	78(52.0)	30(20.0)	6(4.0)	2.96	.78	Agree
Security					2.80	.78	Agree
There is job security in the library workplace	53(35.5)	70(46.7)	20(13.3)	7(4.7)	3.10	.85	Agree
Retirement benefits are available for library staff	31(20.7)	70(46.7)	24(16.0)	25(16.7)	2.71	.99	Agree
Health insurance are available for library staff	36(24.0)	54(36.0)	32(21.3)	28(18.7)	2.64	1.05	Agree
Grand mean = 3.10							

Decision rule: If mean is 1.0 to 1.74 = Strongly Disagree; 1.75 to 2.49 = Disagree; 2.50 to 3.24 = Agree; 3.25 to 4.0 = Strongly Agree. Criterion Mean = 2.5.

Research question: What are the job motivators among librarians in private University libraries in South-West, Nigeria?

In Table 2, the overall findings indicate that librarians' job motivators had an overall mean of 3.10, on a scale of 4. This confirmed that generally the librarians are highly motivated on the job. There were five dimensions representing librarians motivation namely self-actualization, social affiliation, self-esteem, physiological factors and security. Further analysis shows that the job motivators among the librarians have

self-actualization (\bar{x} = 3.24), social affiliation (\bar{x} = 3.20), self-esteem (\bar{x} = 3.11), physiological factor (\bar{x} = 3.11) and security (\bar{x} = 2.80), based on the reason that the mean scores for these sub-variables were high. Self-actualization attracted a mean score of 3.24. This shows that librarians have the capacity for creativity, are fulfilled on the job, and realizes their potentials. It is clear from this finding that the librarians have reached the peak on their careers considering the fact that self-actualization is

the highest level of needs that every human being on earth aspires to achieve.

Specifically, social affiliation having a mean score of 3.10 signifies that the job atmosphere is palatable for work; there is a sense of belonging and feelings of affection among library workers. Also, self-esteem with a mean score of 3.11 suggests that the librarians agreed to self-respect as being practiced on the job, recognition of achievements by management and autonomy on the job. Additionally, physiological factor had a mean score of 3.11, signifies that the job atmosphere is conducive, work resources and food service facilities are adequate. Lastly, each aspect of security had a mean Likert scale greater than 2.5. The average score was 2.80, which shows that the librarians express high level of security on the job.

Since librarians have the capacity for resourcefulness and fulfilled on their job, these are expected to be sustainable. Aside they should be encouraged to import new innovations in the profession as they keep on unfolding. Having confirmed that they have sense of belonging and affection among them, these interpersonal relationships should be continued. Recognition of achievements by management and the autonomy granted them should be acknowledged unabated. Having conducive job atmosphere and food services is commendable, there is always room for improvement as the need arises. Job security in any society is key; management should come up with attractive policies that will motivate librarians to stay in the organization. If there is no job security, they might look elsewhere where their job will be secured.

Conclusion

In general the librarians are highly motivated on the job. There were five

dimensions representing librarians motivation namely self-actualization, social affiliation, self-esteem, physiological factors and security. It is clear from this finding that the librarians have reached the peak on their careers considering the fact that self-actualization is the highest level of needs that every human being on earth aspires to achieve. This is in agreement with previous studies which affirmed that where a librarian is motivated with his or her job, they will be productive (Lawson & Frimpong, 2021; Hamid & Younus 2021; Tella & Ibinaiye, 2019). Academic librarians should be properly and appropriately motivated on a regular basis to improve their morale.

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