Fall 1-17-2020

Motivating factors for male and female librarians in four Nigerian Federal Universities

Susan N. Umeozor
University of Port Harcourt, susan.umeozor@uniport.edu.ng

Helen U. Emasealu
University of Port Harcourt, helenemasealu@yahoo.co.uk

Motivating factors for male and female librarians in four Nigerian Federal Universities

Susan Nnadozie Umeozor[a] and Helen Uzoezi Emasealu[b]

[a]University Librarian, Donald E. U. Ekong Library, University of Port Harcourt, Port Harcourt, Nigeria,
Email: susan.umeozor@uniport.edu.ng

[b]Head of Department, Department of Library and Information Science, University of Port Harcourt, Port Harcourt, Nigeria,
Email: helen.emasealu@uniport.edu.ng

Abstract

This study was conducted to assess the levels of motivation of 14 motivating factors on academic librarians in four Nigerian Federal Universities based on gender and years of service. The population comprised of 66 librarians from the universities of Abeokuta, Calabar, Ibadan, and Uyo. An 18-item structured questionnaire, with section A soliciting for respondents' biodata and section B soliciting for respondents' opinion regarding how much they were motivated by each of the 14 motivating factors, was adopted for data collection. Data were subjected to Analysis of Variance and Duncan's Multiple Range Test. With regards to gender, results indicated that male librarians were similarly motivated by each of the 14 factors while the female librarians were significantly motivated by Professional development/Growth and Promotion. For years of service, the librarians who have worked for 1 – 10 years and 21 years and above were similarly motivated by all the factors while Training, Professional development/Growth, Conducive environment, Job security, Promotion, and Career advancement significantly motivated those who have worked for 11 – 20 years. It is concluded that the female librarians were better focused on the factors that motivate them than the males; their primary motivator was promotion. Motivation of librarians also varied with years of service.

Keywords: Motivating factors; Nigerian Universities; Male librarians; Female librarians; Years of service.

Introduction

Motivation is critical in every sphere of life. Once an individual is motivated, he is spurred to achieve a set of objectives. Several definitions of motivation abound in literature including that by Achim, Dragolea and Balan (2013) who stated that motivation is a set of states of an individual need that requires to be satisfied and therefore, pushes, incites, and causes the individual to perform a series of actions in order to satisfy them. Datta and Datta (2013) defined motivation as those factors that energize, direct, and sustain human behavior towards a particular course of action. It indicates the intension of achieving a goal, leading to goal-directed behavior. Motivation is conceived as a person's active participation and commitment to achieve prescribed results (Halepota, 2005). According to Stueart and Moran (1993), motivation is a process

governing choices made by individuals among alternate voluntary activities which is influenced by a number of complex internal and external forces.

Review of literature

Motivation is simply regarded as those factors that affect job satisfaction and productivity of employees in any organization. In line with Herzberg, Mausner and Snyderman's (1959) theory of motivators and hygiene factors, Stueart and Moran (1993), Bakewell (1997) and Yaya, Uzohue and Akitayo (2016) identified two groups of motivational factors as extrinsic or external and intrinsic or internal factors. Extrinsic motivational factors are those that are external to the job. They pertain to the conditions under which a job is performed. They include: organizational policies and administration, job security, reasonable salary and wages, training and career development, conducive working environment, good working conditions, interpersonal relations with supervisors, peers and subordinates, supervision, and job status (Ugah, 2008; Yaya *et al*., 2016). Intrinsic motivation consists of those factors that are in-built in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. These in-built factors energize the individual to carry out a given task in an organization. They include positive recognition, personal skill and experience, and higher degree acquired to enhance effective service delivery (Yaya *et al*. 2016). They also include achievements, advancement, the work itself, responsibility and growth (Stueart and Moran, 1993; Bakewell, 1997; and Ugah, 2008).

The library is defined as a non-profit enterprise and has a particular management process just like for profit (Kakirman-Yildiz, 2012). The working community of the library is the backbone of the library because they have a major role to play in achieving the objectives of the library. The performance of the library staff determines, to a large extent, the quality of customer experience and has a significant impact on the contributions that libraries can make to their communities (Rowley, 1996). These library staff need motivation for optimal productivity for the library to gain visibility, better funding, recognition and appreciation. Without these staff being adequately motivated, the library would rarely function effectively. Disgruntled library staff would orchestrate devastating effect on the society. There is no single method for increasing employee's motivation in any organization because what motivates varies from one individual to another and even in some individuals changes over time (Stueart and Moran, 1993). Motivation can also vary depending on gender. This study was conducted to assess the levels motivation of 14 motivating factors on academic librarians in four Nigerian Federal Universities based on gender and years of service.

Methodology

The population of this study comprised of all academic librarians from four Federal Universities in the South-west and South-south geo-political zones of Nigeria with two universities from each zone. A total of 15 librarians were from the University of Agriculture, Abeokuta, and 22 from the University of Ibadan in the South-west while 11 were from the University of Calabar, and 18 from the University of Uyo in the South-south.

An 18-item structured questionnaire was adopted for data collection. The questionnaire had two Sections – A and B. Section A was for respondents' Bio data while Section B solicited for respondents' opinion regarding the 14 motivating factors which were made up of both extrinsic and intrinsic factors. The respondents were requested to rank each motivating factor on a scale of 5 to 1 by ticking one option that best described how much each factor motivated them to higher productivity in their duties. Five (5) indicated highest motivation while one (1) indicated least motivation.

The questionnaire was administered by hand to the respondents and completed questionnaire was collected for data analysis. The data from the four Universities were combined and subjected to Analysis of Variance (ANOVA) and Duncan's Multiple Range Test to determine the factors that motivate the librarians most.

Results

For the male librarians, Analysis of Variance indicated that there were no significant differences among the mean responses of the 14 motivating factors studied. In the case of female librarians, Analysis of Variance showed that there were significant differences among the mean responses of the 14 motivating factors. Duncan's Multiple Range Test indicated that two of the 14 factors – Professional development/Growth and Promotion – motivated the female librarians most (Table 1).

Table 1. Factors that motivate female librarians in four Nigerian Federal Universities.

Motivating factors	*Mean ± SE
Job rotation/posting	3.80 ± 1.02a
Interpersonal relations with peers	3.98 ± 0.88ab
Interpersonal relations with supervisors	4.02 ± 0.82abc
Job description	4.05 ± 0.94abc
Supervision style	4.18 ± 0.84abc
Appreciation/Recognition for work done	4.20 ± 0.95bc
Training/Conference/Seminar/Workshop attendance	4.25 ± 0.99bc
Professional status	4.30 ± 0.73bc
Job security	4.34 ± 0.86bc
Conducive environment	4.36 ± 0.84bc
Career advancement	4.39 ± 0.72bc
Salary/other monetary incentives	4.39 ± 0.81bc
Professional development/Growth	4.43 ± 0.66c
Promotion	4.45 ± 0.85c

*Means followed by the same letters are not significantly different ($P \leq 0.05$; Duncan's Multiple Range Test).

In the three levels of years of service, 1-10 years, 11-20 years, and 21 years and above, studied, Analysis of Variance indicated that there were no significant differences among the mean responses of librarians who have worked between 1 and 10 years. For the librarians who have worked between 11 and 20 years, Analysis of Variance showed that there were significant

differences among the mean responses of this group. Duncan's Multiple Range Test indicated that six out of the 14 motivating factors – Training/Conference/Seminar/Workshop attendance, Professional development/Growth, Conducive environment, Job security, Promotion, and Career advancement – motivated the librarians most (Table 2). For the librarians who have worked from 21 years and above, Analysis of Variance showed that there were no significant differences among the mean responses of this group to the 14 motivating factors.

Table 2. Factors that motivate librarians with 11 to 20 years of service in four Nigerian Federal Universities.

Motivating factors	*Mean ± SE
Job rotation/posting	3.91 ± 0.97a
Interpersonal relations with peers	4.00 ± 0.93ab
Interpersonal relations with supervisors	4.23 ± 0.75abc
Job description	4.27 ± 0.70abc
Supervision style	4.32 ± 0.65abc
Appreciation/Recognition for work done	4.41 ± 0.67bc
Training/Conference/Seminar/Workshop attendance	4.41 ± 0.67bc
Professional status	4.45 ± 0.67bc
Job security	4.50 ± 0.60c
Conducive environment	4.55 ± 0.51c
Salary/other monetary incentives	4.55 ± 0.67c
Career advancement	4.55 ± 0.67c
Professional development/Growth	4.59 ± 0.59c
Promotion	4.64 ± 0.49c

*Means followed by the same letters are not significantly different (P ≤ 0.05; Duncan's Multiple Range Test).

Discussion

The male and female librarians were differently motivated by the 14 motivating factors studied. While all the factors similarly motivated the males, the females were significantly motivated by Professional development/Growth and Promotion than any of the other factors. Thus, the female librarians were better focused than males with regards to factors of motivation. Larincova, Starchon, Weberova, Hitka and Lipoldova (2019) equally observed that there were significant differences between gender in the motivation of blue-collar workers. As regards the years of service, librarians who have worked for 1 – 10 years and 21 years and above were similarly motivated by all the factors, while the librarians who have worked for 11 – 20 years were significantly motivated by Training/Conference/Seminar/Workshop attendance, Professional development/Growth, Conducive environment, Job security, Promotion, and Career advancement than any of the other factors.

Among these six factors listed, Training, Conducive environment and Job security are extrinsic factors which Herzberg *et al.* (1959) referred to as hygiene factors. These make the job congenial and the librarians comfortable on the job. Machara and Jain (2016) observed that job security, interpersonal relations at work, working environment, benefits and supervision caused public

librarians to be de-motivated and dissatisfied with their job. Training molds the thinking of employees and leads to quality performance of employees (Sekhar *et al.* 2013). Jung and Kim (2012) stated that good working environment and good working conditions can increase employee's job satisfaction and an employee's organizational commitment. Similarly, Diamantidis and Chatzoglou (2018) stated that job environment and management support had the strongest impact on job performance. Librarians having poor working conditions will only provoke negative performance and since their jobs are mentally and physically demanding, they need good working conditions. Zhang and Wu (2004) indicated that with job security, an employee gets confident with the future career and puts in his most effort to achieve the objectives of the organization. Ensuring job security makes an employee more responsible towards the job. Job security has been considered a motivational precursor to job performance. These three extrinsic factors of Training, Conducive environment, and Job security can be regarded as launching pads for the librarians to be adequately energized to pursue Professional development/Growth, Promotion, and Career advancement which were most motivating to the female librarians and those who have worked for 11 – 20 years. According Herzberg *et al.* (1959), these three factors are motivators.

The three factors of Professional development/Growth, Promotion and Career advancement can be regarded as different sides of the same coin because the yard stick for measuring Professional development/Growth and Career advancement is promotion. According to Sekhar *et al.* (2013) promotion is always employee's ultimate wish for the services rendered by him in the organization and it is the only way for an employee's career development. They stated that Promotion is the ultimate motivating factor for any employee because it moves the employee forward in hierarchy within the organization added with other responsibilities, high respect, honour, and increase in salary and allowances. Thus, promotion was the primary motivating factor for these librarians knowing the benefits that can accrue from promotion.

Salary/other monetary incentives, which was one of the 14 motivating factors studied, was not among the key motivating factors for these librarians. Money, however, has been regarded as a very important motivating factor (Hong, Yang, Wang, Huang, Chion, and Su, 1995; Rowley, 1996). Tella, Ayeni and Popoola (2007) stated that money possesses a motivating power as it stimulates employees to higher performance and commitment. Again, monetary rewards can be a very powerful determinant of employees' motivation and achievement which, in turn, can advance to important returns in terms of firm-level performance (Aguinis, Joo, and Gottfredson, 2013). On the other hand, in isolation from other non-financial motivational factors, money was not able to encourage employees to go beyond their duties and increase productivity. These librarians did not regard money *per se* as an important motivating factor; their motivation is promotion-related knowing fully well that money comes with promotion.

Conclusion

Academic libraries are established to provide excellent information services in support of teaching, learning, and research for staff and students. Achievement of this mandate depends, to a large extent, on how well the librarians are motivated. Some factors of motivation were studied and it has been shown that male librarians were differently motivated compared with their female

counterparts. The females were better focused than the males, being primarily motivated by Professional development/Growth and Promotion while the males were similarly motivated by all the 14 factors studied. Motivation also varied with the years of service. Those who have worked for 1 – 10 years and 21 years and above were similarly motivated by all the factors while those who have worked for 11 – 20 years were motivated by extrinsic factors of Training, Conducive environment and Job security. These were the launching pads that propelled them to their three intrinsic factors of Professional development/Growth, Promotion, and Career advancement. The library managers have a significant influence on the conditions that affect librarians' motivation as they generally control staff development, Training, and advancement opportunities. They are urged to provide the extrinsic factors of Training, Conducive environment and Job security which, in this study, have been shown to be the motivational precursors for job performance. The primary intrinsic motivators of librarians in this study can be summed up in one word: promotion and every effort should be made by the library managers to promote these librarians when due so as to ensure that the mandate of the library is realized at any point in time.

References

Achim IM, Dragolea L and Balan G, The importance of employee motivation to increase organizational performance. *Annales Universitatis Apulensis Series Oeconomica* 15 (2) (2013) 685-691.

Aguinis H, Joo H and Gottfredson RK, What monetary rewards can and cannot do: How to show employees the money. *Business Horizons*, 56 (2) (2013) 241-249.

Bakewell KGB, Managing User-centered Libraries and Information Services 2nd edn. London: Mansell Publ. Ltd, 1997.

Datta PP and Datta D, A study on motivation and satisfaction of employees in corporate hospitals in Kolkata, India. *National Journal of Medical Research*, 3 (1) (2013) 56-59.

Diamandtidis AD and Chatzoglou PD, Factors affecting employee performance: an empirical approach. *International Journal of Production and Performance Management*, 68 (1) (2018) 171-193.

Halepota HA, Motivational theories and their application in construction. *Cost Engineering* 47 (3) (2005) 14-18.

Herzberg, F, Mausner B and Snyderman BB, The Motivation to Work. New York: Wiley, 1959.

Hong J, Yang S, Wang L, Huang S, Chiou E, and FSU, Impact of employee benefits on work motivation and productivity. *International Journal of Career Management*, 7 (6) (1995) 10-14.

Jung J and Kim Y, Causes of newspaper firm employee burnout in Korea and its impact on organizational commitment and turnover intention. *International Journal of Human Resource Management*, 23 (17) (2012) 3636-3651.

Kakirman-Yildiz A, Effective communication skills to manage the library: Relations between managers and librarians. *Qualitative and Quantitative Methods in Libraries*, 2 (2012) 141-153.

Kulchmanov A and Kaliannan M, Does money motivate employees? Empirical study of private and public financial sector in Kazakhstan. *International Journal of Business and Management*, 9 (11) (2014) 214-223.

Machara, L and Jain P, Factors affecting staff motivation in public libraries: A case of selected public libraries in Botswana. *Mousaion*, 34 (2016) 101-223.

Larincova, S, Starchon P, Weberova D, Hitka M and Lipoldova M, Employee motivation as a tool to achieve sustainability of business processes. *Sustainability*, 11 (13) (2019) 1-15.

Sekhar C, Pativardhan M and Singh RKr, A literature review on motivation. *Global Business Perspective*, 1 (2013) 471-487.

Stueart RD and Moran BB, Libraries and Information Center Management. 4th edn. Denver, Colorado: Libraries Unlimited, 1993.

Tella A, Ayeni CO and Popoola SO, Work motivation, job satisfaction, and organizational commitment of library personnel in academic and research libraries in Oyo state, Nigeria. *Library Philosophy and Practice* (e-journal) (2007) 118.

Ugah AD, Motivation and productivity in the library. *Library Philosophy and Practice* (e-journal) (2008) 195.

Yaya JA, Uzohue CE and Akintayo OA, The correlational analysis of motivation and productivity of librarians in public universities in Nigeria. *IJRDO-Journal of Educational Research*, 1 (6) (2016) 15-32.

Zhang HQ and E Wu, Human resource issues facing the hotel and travel industry in China. *International Journal of Contemporary Hospitality Management*, 16 (7) (2004) 424-428.