

MOTIVATIONAL FACTORS AS CORRELATES OF JOB SATISFACTION IN UNIVERSITY LIBRARIES IN NORTH-CENTRAL, NIGERIA

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ABSTRACT

The study investigated the correlation between motivational factors and job satisfaction in University Libraries in the North Central geopolitical Zone of Nigeria. Descriptive survey was used. Complete enumeration of professional and paraprofessional library personnel in all the surveyed University was undertaken. Modified version of the set questionnaire tagged Motivational factors, Job Satisfaction questionnaire (MFJSQ) was used to collect data. Research question and null hypotheses were used while mean and standard deviation, Pearson product moment correlation and multiple correlation were statistical tools used to answer the research question and test null hypotheses at 0.05 level of significance. Statistical package for social sciences (SPSS Version 17) was used to conduct all statistical analysis of data. The results showed combine moderate level of motivation and job satisfaction. It also discovered high correlations among intrinsic, extrinsic motivation and job satisfaction. There was significant correlation between motivational factors and job satisfaction of library personnel. The study recommends among others that the management of university libraries in the zone should provide adequate and equal intrinsic and extrinsic motivation to library personnel in the studied universities.

Keywords: Intrinsic Motivation; Extrinsic Motivation; Job Satisfaction; University Libraries, Personnel: North-Central, Nigeria

Introduction

An organization is established to achieve certain objectives which serve as target or standards to be met. However, organizations whether profit or non-profit-making do not exist in vacuum, there are both human and material resources that work towards achieving the stated objectives. This shows that for organizational effectiveness and transformation, the availability and use of human resources to achieve these objectives are crucial.

Organizations therefore need to effectively manage human resources (workforce) to enhance performance and productivity as well (Etubi & Ikekhai 2007). Motivation is necessary and crucial factor. Motivation can be seen as any effort, step or act taken towards encouraging workers to be committed to job performance with the aim of achieving the set objectives of the organization.

This can only be achieved in two ways: by intrinsically or extrinsically encouraging the workers. Intrinsic motivation implies performing job with accompanying recognition, responsibility, and advancement. The extrinsic motivation occur whenever managers use external factors to encourage workers to be committed to work. This can be by way of increase in salary/wage, better conditions of services, free flow of information among staff, training and re-training of workers, good leadership styles. (Hafizaet al, 2011).

In theory, it is assumed that whenever workers are intrinsically or extrinsically motivated, there is tendency for job satisfaction, the level of job satisfaction of a worker is determined by the level of motivation derived by workers. This show that for any type of motivation offered, there is corresponding effect on workers' attitude which is nothing other than job satisfaction or dissatisfaction. Furthermore, the level of job satisfaction is being determined by the adequacy or otherwise of motivation being offered and enjoy. Whenever worker(s) is/are not adequately motivated and/or not satisfied with the job, he or she/they end up in absenteeism or leave the job (Badawi 2006, Akpofureet al., 2006).

The objective of the University is learning, teaching research and community services. University library support the university's objectives by providing information resources to support learning, teaching, research and providing services in response to information needs of host community.

As there has not been adequate staff motivation in Nigerian universities, this study seeks to find out the levels of motivation and job satisfaction;

correlation between motivational factors and job satisfaction in university libraries in North-Central, Nigeria.

Statement of the Problem

University libraries exist to achieve the overall objective of the university through the provision of information resources for undergraduate and postgraduate learning, teaching as well as rendering services to the host community. This function can only be performed if library personnel are well intrinsically and extrinsically motivated and satisfied with the job.

Empirical researches such as (Akor, 2009; Ola and Adeyemi, 2012) showed that staff in university libraries were not adequately motivated and hence do not feel satisfied. In order to correct this anomaly, the study examines the correlation between motivational factors (job itself, recognition, staff development, communication, leadership styles) and job satisfaction in university libraries with special reference to North-central Nigeria.

Objectives of the study

The main objective of the study is to determine the motivational factors as correlates of job satisfaction in university libraries in North-Central, Nigeria. The specific objectives are to determine the:

1. Level of motivation and job satisfaction
2. Significant correlations among intrinsic, extrinsic motivation and job satisfaction of library personnel.
3. Significant correlation between motivational factors and job satisfaction of library personnel.

Research Question

The study was designed to provide answer to the below question:

- * What is the aggregate level of motivation and job satisfaction of library personnel?

Research Hypotheses

The following null research hypotheses were formulated and tested at 0.05 level of significance:-

- HO1: There are no significant correlations among intrinsic, extrinsic motivation and job satisfaction of library personnel
- HO2: There is no significant correlation between motivational factors and job satisfaction of library personnel

Literature Review

Ahmed *et al* (2010) examined the effect of motivational factors on administrative job performance in University of Pujab, Pakistan. Questionnaire was used to collect data while chi-square was the only statistical tool used to test the new hypothesis. The study found significant relationship between intrinsic motivational factors and employee satisfaction. There was no significant relationship between extrinsic motivational factors and employee satisfaction.

Golshan *et al* (2011) conducted a study on the effects of motivational factors on job satisfaction of Malaysia Gen – Y Administrative and Diplomatic offices using two factor theory (motivator and hygiene factor). Data collection instrument was questionnaire, while ANOVA and regression model was used to test the new hypotheses. The result showed that there was no significant difference in the level of job satisfaction among workers in different grades. Multiple regression analysis showed that the presence of motivators can result to job satisfaction. Mawoli and Babandako (2011) assessed the level of intrinsic motivation by academic staff of Ibrahim Badamasi Babangida University (IBBU) Lapai and the result showed very high level of motivation among staff with ground mean score of 4.0394.

Tausif (2012) investigated the relationship between intrinsic reward and job satisfaction of employees in both public and private banking sector in Pakistan. The study found both positive, significant and strong relationship between intrinsic rewards and employee job satisfaction. Ekere, 2011 investigated the impact of intrinsic motivation on librarians' job satisfaction in Nigerian Universities. Survey method was used with the target population of 685 librarians in 25 and 36 Federal/State Universities respectively. Random sampling technique was used to select 458 (80%) librarians. Five point type likert scale questionnaire was used to collect data. Descriptive statistics and ANOVA were used to answer a research question and test hypothesis respectively. T-test was used to test the hypothesis. It was discovered that intrinsic motivation such as work itself, achievement and recognition were considered as important factors of job satisfaction of librarians in Nigerian universities. This showed that librarians were highly motivated and satisfied

Ola and Adeyemi (2012) studied the motivation and job satisfaction of middle – level staff of Kenneth Dike Library, University of Ibadan survey method as well as the target population of 83 mid level personnel were equally used. Questionnaire was the only research instrument used. The study found inadequate motivation, job enrolment and leadership styles which has led to Job dissatisfaction among respondents.

Pushapakumar (nd) conducted a research on impact of job satisfaction on job performance of three categories of employees in 20 banking sector economy in Sri Lanka. Part of the result showed that job satisfaction was attributed to more of intrinsic rewards than extrinsic rewards and vice versa among employees.

Methodology

Descriptive survey was used as it involves the population of the study which consisted of 143 professional and 141 paraprofessional staff spread across 17 university libraries in the North – Central Geopolitical zone of Nigeria. There are 7 Federal, 5 State, 5 private as well as 14 conventional and three specialized university spread across Benue, Kogi, Kwara, Nasarawa, Plateau, Niger state and Abuja, FCT. Complete enumeration of the subjects was undertaken. Four likert scale of the two – set modified version of questionnaire was used. The questionnaire was tagged "Motivational Factors, Job Satisfaction Questionnaire (MFJSQ). The motivational factors is divided into intrinsic factors and extrinsic factors. Under intrinsic factors we have variables such as job itself, achievement and recognition. As for extrinsic factors we have variables such as communication, staff development and leadership styles. The job satisfaction questionnaire contain variables of motivational factors in terms of four point likert scales (strongly agree = SA (4), agree = A (3), disagree = D (2), strongly disagree = SD (1). The entire 301 copies of the questionnaire were administered on the respondents and 256 (85%) copies were retrieved. The critical value of 0.125 was used as basis for testing the null hypotheses.

Mean, standard deviation as well as Pearson Product Moment Correlation and Multiple Correlation were statistical tools used to answer one research question and test two null hypotheses respectively at 0.05 level of significance. Statistical packages for Social Sciences Version 17 was used to conduct all the statistical analysis of the data.

In order to ascertain the level of motivation and job satisfaction of library personnel, the following rating scales/values were used, thus:-

- 1- 2.49 = Low level
- 2.50 – 2.99 = Moderate level
- 3.00 and above = High level

Analysis and Interpretation of Data

Research Question

What is the aggregate level of motivation and job satisfaction of library personnel in the university libraries?

Table 1: Aggregate Level of Motivation and Job Satisfaction of Library Personnel

Component Variables	Aggregate mean	Aggregate mean	Aggregate level
Intrinsic Motivation	3.09	2.59	Moderate
Extrinsic Motivation	2.87		
Job Satisfaction in respect of the motivation derived	2.69	2.69	Moderate
		2.64	Moderate

From the table, the aggregate for intrinsic motivation was 3.09 (high level) while aggregate for extrinsic motivation was 2.87 (moderate level). With the aggregate mean score/level of 2.59 indicating moderate level of motivation, a mean score of 2.69 was found to be at moderate level of job satisfaction which may be a reflection of the moderate level of motivation derived by library personnel. The aggregate mean score/level of motivation and job satisfaction was 2.64 representing moderate level. All things being equal, the higher the motivation enjoy, the higher the level of job satisfaction. This signifies that the combine effect of intrinsic and extrinsic motivation has resulted to moderate level of satisfaction among professional and para-professional staff in the studied university libraries in the North-Central Zone of Nigeria.

Hypothesis 1: Correlations among intrinsic, extrinsic motivation and job satisfaction of Library Personnel

Variables	Job Satisfaction	Intrinsic Motivation	Extrinsic Motivation
Job Satisfaction	1	.515	.508
Intrinsic Motivation	.515	1	.642
Extrinsic Motivation	.508	.642	1
N	256	256	256

Multiple correlation analysis was used to test the degree of relationship among intrinsic, extrinsic motivation and job satisfaction. The correlation coefficient of .515 and .508 (intrinsic and extrinsic motivation) each was higher than the critical value of 0.125 at 253 degree of freedom. From the observed multiple correlation, the relationship between intrinsic and extrinsic motivation was very high, positive and significant as indicated in the table. The two dependent variables were highly and significantly

correlated with job satisfaction of library personnel in the studied universities. Therefore, the null hypothesis was rejected. There was significant correlations among intrinsic, extrinsic motivation and job satisfaction of library personnel.

Hypothesis 2: Correlation between motivational factors and job satisfaction of Library personnel

Aggregate variables	Mean	Standard Deviation	Std Error	r-value	df	P
Motivational Factors	2.59	0.313	0.020	0.561	254	0.000
Job Satisfaction	2.69	0.408	0.026			

The observed correlation coefficient (0.561) is higher than the critical value of 0.125 at 254 degree of freedom and at the probability level of 0.05. Therefore, the null-hypothesis was rejected. The test revealed that there was high and significant correlation between motivational factors and job satisfaction of library personnel in the studied universities.

Discussion of Results

The finding from the research question revealed the both intrinsic and extrinsic motivation were on moderate level which led to moderate level of job satisfaction. This finding in contrary to Pushapakumari(nd) which discovered that job satisfaction was attributed to more of intrinsic rewards than extrinsic rewards and vice-versa among employees.

The result of the hypothesis one tested showed that both intrinsic and extrinsic motivation were highly and significantly correlated with job satisfaction of library personnel in the studied universities. This finding corroborates that of Golshanet *al* (2011) but disagree with that of Ahmed *et al* (2012). Golshanet *al* (2011) discovered that the presence of both motivator and hygiene factors can lead to job satisfaction. Ahmed *et al* (2012) found significant relationship between intrinsic motivation and employee satisfaction but no significant relationship between extrinsic motivation and job satisfaction.

Hypothesis two tested significant correlation between motivational factors and job satisfaction of professional and para-professional staff in University libraries. The result of the hypothesis revealed high and significant relationship between motivational factors and job satisfaction of library personnel. The finding corroborates that of Golshanet *al* (2011) but disagree with those of Tausif (2012), Ola and Adeyemi (2012) and Ekere

respectively. Golshan *et al* (2011) discovered that the presence of motivators can results to job satisfaction. Tausif *et al* (2012) studied one type of motivation which is the intrinsic. The study found positive, significant and strong relationship between intrinsic rewards and employee job satisfaction. Ola and Adeyemi (2012) discovered inadequate motivation, job environment and leadership styles which has led to job dissatisfaction among respondents. Ekere (2012) found that work itself, achievement, and recognition were considered as the important factors of job satisfactions among academic librarians in universities in Nigeria.

Conclusion

The implication of the research findings is that the aggregate mean score and for motivation and job satisfaction which has resulted to moderate level might not necessary mean that the level of job performance in going to be low. The library personnel might experience low level of job satisfaction and yet put in their best. The contribution of individual intrinsic and extrinsic may have positive or negative effect of job satisfaction which may determine the job performance level of library personnel. From the aforementioned it is advisable that the management of the University Libraries should motivate and made their staff satisfied for the performance of subsequent job.

Recommendations

Based on the research findings, the study recommends that;

1. Management of Universities in the zone should provide adequate motivation whether intrinsic or extrinsic form e.g. annual award for the best cataloguer, indexer (intrinsic) as well as improved condition of series such as full time study fellowship, increase in wages/salaries, professional development programme (extrinsic motivation).
2. Management of universities in the zone should give equal attention in the provision of intrinsic motivation and extrinsic motivation.

While the management of Universities in the zone provides adequate motivations staff should equally be made to satisfy with these motivational variables.

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