



## ACADEMIC LIBRARIANS PERCEPTION OF MONETARY AND NON-MONETARY MOTIVATORS ON THEIR PRODUCTIVITIES

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### **Abstract**

Personnel in organizations, academic library inclusive are better motivated through prompt payment of remunerations, promotions and commendations, good working environment, personnel safety, and job security. These motivators can be categorized into monetary and non-monetary. This study employed survey method to investigate the influence of monetary and non-monetary motivators on the productivity of academic librarians. 300 copies of the questionnaire designed for this study were administered on the sample population of 300 academic librarians. The study concludes that monetary and non-monetary motivators play important roles in motivating academic librarians, they however prefer monetary motivators to the non-monetary ones; and that academic librarians' gender, employment status, and age influence their preference for monetary motivators. Management of academic libraries for their personnel; repackaging of non-monetary motivators that are preferred by academic librarians, in a way that will make them attractive and proactive personnel development.

**Keywords:** Academic Librarian, Perception, Monetary and Non-Monetary Motivators.

### **Introduction**

Personnel effectiveness and efficiency are crucial to the development and success of any organization, whether services or manufacturing. Academic libraries belong to the categories of service organizations with the responsibilities of maintaining and enhancing academic pursuit in tertiary institutions. Academic libraries provide support for the teaching, research, and other academic programmes of their parent institutions. They are service organization that delivers information services personally to their clientele. Consequently, such libraries require qualified and efficient personnel in right quantity to achieve these goals. The relevance of qualified personnel to the achievement of goals and objectives of academic libraries cannot be over emphasized. Personnel are the operator of functions and services of libraries. In the words of Amusa and Odunewu (2006).

Library personnel have the expertise in evaluating and anticipating users' need through selection and acquisition of relevant information sources; delivering information to users through document delivery services; provision of reading facilities; and collaboration with faculties to develop new services.

Personnel efficiency and effectiveness are resultant effects of good managerial abilities and motivational incentives available to the personnel. In this case, librarians work in

academic libraries. Surdarshan Rao (1993) recommends that Individual personnel psychological functioning need to be probed into and understood by the library human resources managers' so as to know the motivational theory to adopt. The crux of this understanding is to get the best out of the library staff towards achieving the library's goals.

There are several motivators that could influence employees' attitudes, some of these motivators can be monetary and other non-monetary. Monetary motivators in this context, refers to remuneration in form of money paid to an employee for job done, usually as salaries, wages and allowances. Monetary motivators can be used to motivate employees towards attaining the standard set by the management. Non-monetary motivators on the other hand are factors that influence employees to work positively other than financial rewards. These factors are good working environment, training and re-training opportunities, job security, promotion and on the job advancement. All the basic human needs as postulated by Abraham Maslow fall under non-monetary motivators. These needs are:

- Physiological needs;
- Safety and security needs;
- Ego and esteem needs; and
- Self- actualization needs.

In-depth understanding of the influence that monetary and non-monetary motivators can have on the personnel of academic libraries will enable library management understand the strength and weaknesses of the motivators adopted as basis for future improvement. It will also afford them the opportunity to appreciate the problems, frustrations and anxieties that their personnel pass through in their libraries when certain motivators are not put in place or de-emphasised. It tremendously assists in putting in place staff welfare development programme that aid improved productivity. Productivity is concerned with the totality of quantity and quality of output (books catalogued and classified, volume of books acquired and accessioned; number of users attended to daily; reference services provided; ease of accessibility and utilization of resources etc) of personal in libraries. Motivation has immense bearing on productivity and job performance of librarians.

### **Objectives of the Study**

This study focuses is on the academic librarian's perception of monetary and non-monetary motivators on productivities. The main objectives of the study are as follows.

- Ascertaining the extent of the influence of monetary and non-monetary motivators on academic librarians in the course of their duties.
- Finding out the impact of age, gender and status on academic librarians preference for monetary and non-monetary motivators.
- Identifying the motivators that academic librarians like best.
- Providing assistance to management teams of academic libraries on finding solution to problem of low productivity among academic librarians.

### **Significance of the Study**

The significance of this study is premised on the need to re-examine the weaknesses and strengths of motivators being used to motivate academic librarians and serve as the basis for further improvement. Other relevance of this study are

- It will throw light into the effectiveness of the use of motivators in motivating librarians.
- It will unravel the problems, frustration and fears that librarians experience in their respective libraries as regards adequate motivation.
- It will help management of academic libraries to know the likely motivators to be put in place or improve upon in the library.
- It will assist management of academic libraries to put in place staff welfare development programmes that can lead to improved productivity among the librarians.

### **Literature Review**

Abifarin (1997) conducted a study on the level of motivation among librarians and professional staff in Nigerian University libraries. The study was focused on training opportunities, frequency of development, work environment, promotion, prospects, sabbatical leave, communication and management style. This study reveals general dissatisfaction with all the variables except frequency of development. Consequently, the study recommended provision of favourable working environment, training, and retraining opportunities, and proactive management style among others. Schofield (1994) states that 60-80 per cent of recurrent costs in universities are typically spent on staff, as their effectiveness is central to the maintenance and enhancement of academic quality. These personnel include lecturers, academic librarians, and other non-teaching staff. Consequently, Vyas and Singh (2003) describe library personnel as the ultimate knowledge worker. For academic librarians to be efficient information managers, they recommend that they must firstly recognize what they have to offer and then ensure that their management recognizes them; carve out a place for themselves within the core business process of organization rather than being contented to offer services from the sidelines.

Begum (2003) states that, for quality services in academic libraries all academic librarians must receive training, including skill training on the job, guidance and retraining. Well trained staff is the competitive weapon for better quality service in an academic library. Teamwork plays a vital role in giving better quality services, and as such, people have to develop a culture and commitment towards quality service in academic libraries.

Ustun (2002) sees motivation as a process “a process whereby an individual engages in behaviour that will either give him satisfaction or will achieve a specific goal”. Every need has motivating characteristics which are sustained until that need is satisfied. As such, Mehan (1995) submits that, Motivation involves several aspects such as “needs” which implies the element of want, “urges” which implies “forces” and finally incentive which suggest a “reward”.

Ustun (2002) relates productivity to job satisfaction in addition to probable motivators identified by Herzberg (1965), such as nature of work itself, responsibilities attached, level of development and achievement, recognition, advancement and growth. He adds work environment to the factors. To him, job satisfaction is a good measure of motivation in workplace. If a person is satisfied with his/her job, he/she desire to succeed in the job will increase accordingly. This may be the reason why Ugboke (1998) had earlier averred

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that if employees feel dissatisfied with their work, they will not usually perform with the degree of skill, attention to details required on-the-job training programme for employees.

An empirical study conducted by Odunewu (2005) on motivation, examines the level of staff motivation in a Nigerian University. He found out that motivators such as good work environment, opportunities to acquire more education while on the job; improved remuneration, and job security are necessary for enhanced productivity. However, in his study, respondents are less satisfied with the present level of availability of the identified motivators. He concludes by recommending improvement of the level of motivation in the library among others.

From the above reviewed literature, it is discernable that motivational incentives/motivators are crucial to satisfy the basic needs of employees and make them loyal to their respective organizations (libraries). Consequently, there must be a congenial situation where the organizational and employees' goals can be satisfied as both cannot exist without the other.

### **Research Methodology**

This is a survey research and the main instrument used to gather data is questionnaire. The questionnaire designed by the researchers is in two parts (Section A & B). Section A, dwells on demographic information about the respondents and Section B focuses on providing answers to the research questions. These research questions are,

- What are the academic librarians' view of monetary motivators?
- What are the academic librarians perception of the use of non-monetary motivators?
- What are the motivators that academic librarians considered as non monetary?
- What are the academic librarians' preference between monetary and non-monetary motivator?

### **Hypotheses of the Study**

Furthermore, three hypotheses are formulated and tested against the data collected. The hypotheses are:

- Gender differences have no significant influence on academic librarian's preference for non-monetary motivator or monetary motivator.
- The age of academic librarians has no significant influence on their preference for monetary motivators or non- monetary motivators.
- Rank/status has no significant influence on academic librarians preference for non-monetary or monetary motivators.

### **Population and Sampling**

The population of this study is academic librarians in Nigerian Universities. Nigeria has ninety universities founded by the Federal government, state governments, private, individuals and religious organizations. The universities are consequently categorized as Federal, State and Private Universities. Librarians working in these universities are numerous, so their definite number cannot be ascertained in the course of this study. However, the

researchers decided to draw a sample of three hundred (300) librarians. This is based on the premise that there will be at least average of ten (10) academic librarians working in each of the University Libraries. In the Library of the researcher, there are twenty-five (25) librarians working there. These number cut across all the ranks being used in Nigerian universities, i.e, Assistant Librarian, Deputy and University Librarian.

The questionnaire were distributed at the the National Annual General Meeting and Conference of the Nigerian Library Association (NLA) held in Kaduna, North Central Nigeria in June 2008. NLA is the professional body for all the librarians and libraries in Nigeria. It has chapters in all the thirty-six (36) states of the country. The National AGM is held by the middle of the year in capital city of the hosting state. The AGM boasts of largest concentration of librarians in all areas of the profession. Librarians in academic libraries, universities only, attending the AGM were identified at the registration points and copies of the questionnaire issued to them. These were done within five days out of seven days the AGM lasted.

### Rate of Return and Method of Data Analysis

The rate of response to the questionnaire was encouraging; out of the three hundred (300) copies of the questionnaire administered, two hundred sixty-seven (267) copies were duly completed and returned. This represents 92% of the copies administered. The data collected were analyzed, tabulated and itemized according to the responses sought in the questionnaire. Measure of central tendency and chi-square statistics are used in the analysis. The formula for simple percentage is

$$X = \frac{EX}{N} \times 100$$

i.e Frequency of responses x 100  
Total number of respondents

The chi-square formula is given thus:

$$X^2 = \frac{E(F_o - F_e)^2}{F_e}$$

Where

$E$  = Sum

$F_o$  = observed frequency

$F_e$  = expected frequency

$X^2$  = chi-square symbol

With (r-1) (c-1) df a = 5%

### Data Analysis and Discussions

Analysis of demographic data of the respondents revealed that majority of them are from the Federal Government of Nigeria owned Universities; there are 110 respondents (41%), from these universities. 89 respondents (33%) are from state government owned universities, and the remaining 68 (26%) respondents worked in private universities. (See table 1).

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Analysis of their academic and professional qualifications revealed that the respondents holds Bachelor, Masters and Doctor of Philosophy degrees in Library and Information Science, (See table 2). This indicates that all the respondents are professionally qualified to practice librarianship.

The respondents rank ranges from Deputy University Librarian (DUL) highest rank to Assistant Librarian, the lowest. (See table 3). Furthermore, our respondents are quite experienced; they have spent appreciable number of years in their jobs. Their respective years of experience fall between one to thirty (1-30) years. Majority of them, i.e; 91 respondents (34%) have spent between 11 and 15 years on the job. This is followed by 66 respondents (25%) that have spent between 16 and 20 years. The implication of this findings is that our population sample is professional qualified and quite experienced. Thus, their responses and opinions can be relied upon for this study.

**Table 1**  
**Distribution of Respondents by Category of Universities**

<b>Responses</b>	<b>Frequency</b>	<b>% Frequency</b>
Federal Universities	110	41
State Universities	89	33
Private Universities	68	26
<b>Total</b>	<b>267</b>	<b>100</b>

**Table 2**  
**Respondents Educational Qualification**

<b>Responses</b>	<b>Frequency</b>	<b>% Frequency</b>
Doctor of Philosophy	26	10
Master of Library Science	224	84
Bachelor of Library Science	17	6
Bachelor of Education (Library Science )	-	-
B. A, B. Sc. B. Ed	-	-
Diploma in Library Science	-	-
<b>Total</b>	<b>267</b>	<b>100</b>

**Table 3**  
**Rank and Status of the Respondents**

Rank/Status	Frequency	% Frequency
Deputy University Librarian	05	2
Principal Librarians	22	8
Senior Librarian	37	14
Librarian I	79	30
Librarian II	107	40
Assistant Librarian/Graduate Librarian	17	6
<b>Total</b>	<b>267</b>	<b>100</b>

**Table 4**  
**Distribution of Respondents by Years of Experience**

Responses	Frequency	% Frequency
31 – 35 years	-	-
26 – 30 years	05	2
21 – 25 years	39	15
16 – 20 years	66	25
11 – 15 years	91	34
06 – 10 years	49	18
01 – 05 years	17	6
<b>Total</b>	<b>267</b>	<b>100</b>

The research question number one sought to find out the views of the respondents to the use of monetary motivators, i.e., salary and wages, impact on the academic librarians. 252 respondents (94%) confirmed that it has positive impact while only 15 respondents (06%) were undecided. This confirms the belief that a well paid worker will perform well on a job because salary plays a crucial role in workers attitude to work. (See table 5). Also, fringe benefits such as bonus, allowance etc. can motivate academic librarians to perform well in their jobs. The entire respondents confirmed this.

**Table 5**  
**Impact of Salaries on Academic Librarians Job Performance**

Responses	Frequency	% Frequency
Positive	252	94
Undecided	15	06
Negative	-	-
<b>Total</b>	<b>267</b>	<b>100</b>

**Table 6**  
**Significance of Salary and Other Allowances as Motivators**

Responses	Frequency	% Frequency
Positive	267	100
Undecided	-	-
Negative	-	-
<b>Total</b>	<b>267</b>	<b>100</b>

The research questions numbers two and three sought to find out from the academic librarians their perception and preference between monetary and non-monetary motivators. Analysis of their responses revealed that the respondents considered the following as non-monetary incentives;

- Staff welfare scheme
- Conducive working environment
- Promotion opportunities as when due
- Medical and recreational facilities
- Training and development opportunities
- Recognition and awards
- Job security
- Social gatherings

The respondents on the other hands regarded salaries, bonuses, and other allowances as monetary motivators (See table 7). These findings confirmed that of Odunewu (2005).



**Table 7**  
**Respondents Perception of Monetary and Non-Monetary Motivators**

Motivators	Monetary	Non-Monetary
Salary and Allowances	✓	
End of the Year Bonus	✓	
Annual Leave Allowance	✓	
Other Allowances	✓	
Good Working Condition		✓
Steady Promotion		✓
Staff Welfare Scheme		✓
Medical & Recreation facilities		✓
Conducive Working Environment		✓
Staff Training and Development		✓
Job Security		✓

Furthermore, large percentage of the respondents, i.e, 78% (208) prefer monetary motivators to non-monetary, and 59 respondents (22%) prefer non-monetary motivators such as their involvement in decision making, training and development opportunities etc. (See table 8).

**Table 8**  
**Respondents Perception for Monetary and Non-Monetary Motivators**

Responses	Frequency	% Frequency
Monetary motivators	208	78
Non-Monetary Motivators	59	22
No response	00	00
<b>Total</b>	<b>267</b>	<b>100</b>

Non-monetary motivators, though not preferred by majority of the respondents, are also useful in inducing personnel and enduring high productivity. For instance, training and development programme can bring about the following:

- Increase in productivity.
- Reduction in labour turnover rate.
- Raise personnel morale and reduce absenteeism.
- Reduction in personal cost.
- Promotion of goal congruency and better coordination.

**Test of Hypotheses**

Hypothesis one states that gender difference has no significant influence on academic librarians preference for monetary or non-monetary motivators. The null hypothesis was tested using 2 distributions. See table below.

**Table 9**

Gender	Incentives		Total	Chi-Square (X <sup>2</sup> )	Probability
	Monetary	Non-monetary			
Male	130	41	171	71.316	0.003
Female	70	26	96		
<b>Total</b>	<b>200</b>	<b>67</b>	<b>267</b>		

From the above table, the computed X<sup>2</sup> is 71.32 while the value of X<sup>2</sup> at (r-1)(c-1) degree of freedom (df) at 5 percent level of significance was 32.0. Since the calculated value of X<sup>2</sup> is greater than the table value, the null hypothesis is rejected. This confirms that gender has significant influence on academic librarians' preference for monetary incentives and non-monetary incentives.

Hypothesis two states that age of academic librarians has no significant influence on their preference for non-monetary or monetary motivators. The null hypothesis was tested using X<sup>2</sup> distribution, as tabulated below.

**Table 10**

Age (Years)	Incentives		Total	Chi-Square (X <sup>2</sup> )	Probability
	Monetary	Non-monetary			
Below 30	18	5	23	67.140	0.001
30 – 40	67	12	79		
41 – 50	89	41	130		
Above 50	26	9	35		
<b>Total</b>	<b>200</b>	<b>67</b>	<b>267</b>		

From the above table, the computed X<sup>2</sup> at (r-1)(c-1) degree of freedom (d.f) at 5 percent level of significance is 32.0. Since the calculated value of X<sup>2</sup> is greater than the table value, the null hypothesis is rejected. This confirms that age has significant influence on academic librarians.

Hypothesis three states that rank or status has non significant influence on academic librarians preference for non-monetary or monetary motivators. The null hypothesis was tested using the X<sup>2</sup> distribution.

Table 11

Status	Incentives		Total	Chi-Square (X <sup>2</sup> )	Probability
	Monetary	Non-monetary			
DUL	5	0	5	63.569	0.001
PL	14	8	22		
Senior Librarian	26	11	37		
Librarian I	64	15	79		
Librarian II	83	24	107		
AL/GL	8	9	17		
<b>Total</b>	<b>200</b>	<b>67</b>	<b>267</b>		

In the above table, the computed X<sup>2</sup> is 63.57 while the table value of X<sup>2</sup> at (r-1)(c-1) degree of freedom (d.f) at 5 percent of significance is 32. 0. Since the calculated value of X<sup>2</sup> is greater than the table value, the null hypothesis is reject. Hence, rank/status of academic librarians has significant influence on their preference for monetary or non-monetary motivators.

### Conclusion and Recommendations

The findings of this study have shown that there is a positive relationship between motivators, (monetary and non-monetary) and academic librarians performance. These two categories of motivators are considered, though at varying degree, by the academic librarians as sensitive and crucial to their effective performance. Consequently, the ability of academic libraries, especially those in private and state universities to attract and retain librarians will depend on the extent of motivators, i.e., monetary and non-monetary. This is because the federal government owned institutions offer better pay than the state and the private ones. The situation of poor wages as well as poor conditions of service are common reasons for management employee strife in these institutions. The consequence of these frequent strife is reduction in personnel productivities.

Promotion, good salaries, allowances and other non-monetary motivators bring out the best in personnel and raises productivity. Academic librarians are very sensitive to these motivators within their respective libraries within and outside the country. Whenever they notice any disparity, they may become dissatisfied and less productive. Thus, we can conveniently conclude in this study that,

- Monetary and non-monetary motivators play significant roles in motivating academic librarians. Although, they prefer monetary motivators to the non-monetary ones;
- The gender of academic librarians has significant influence on their preference for monetary and non-monetary motivators.
- The status of academic librarians influence their choice of monetary and non-monetary motivators and
- Their age significantly impact their desire for monetary and non-monetary motivators.

*From these conclusions, the following recommendations are proffered:*

- Management of academic libraries in conjunction with that of their parent institution should endeavour to provide acceptable and commensurate motivators to their academic librarians.
- Non-monetary motivators that are less preferred by academic librarians should be repackaged and fashioned in line with monetary motivators. This is because non-monetary motivators like on-the-job training and conducive working environment will benefit both the libraries and the personnel. In the words of Odunewu (2005). *A good work environment devoid of undue hardships such as poorly ventilated and illuminated offices, paucity of equipment and facilities, fear of attacks from fellow staffers and students during crisis, should be provided... Workers should also desist from the habit of just pressing for salary increment; improved conditions of service should be given priority in their agitation.*
- Management of academic libraries should be proactive in meeting the motivational needs of their librarians. They should not wait until reduction in productivity is noticed or when there is strife before they react.
- There should be no disparity in the motivational benefits enjoyed by librarians in any of the categories of academic libraries, that is, federal state, or state owned. Also there should be equity in the administration of motivational incentives. Where equity does not exist, there will be discontentment, acrimony, and disloyalty.
- Job security is essential and most desired among the non-monetary motivators. This should be attended to by management of academic libraries especially the private owned ones.

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