THE INFLUENCE OF MOTIVATIONAL FACTORS IN ENCOURAGING LIBRARIANS PERFORMANCE IN SELECTED POLYTECHNIC LIBRARIES IN THE NORTH EASTERN STATE OF NIGERIA.

BY

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Abstract.

The aim of this study was to investigate the influence of motivation factors in promoting librarian's performance in polytechnic libraries in the north eastern States of Nigeria. Four objectives of the study were raised to investigate the influence of motivational factors use to encourage librarian's performance in in selected polytechnic libraries in north eastern states of Nigeria, to investigate the existing motivational factors that will encourage librarian's performance in selected polytechnic libraries in north eastern states of Nigeria, to Examine the motivational strategies employ in encouraging librarians in selected polytechnic libraries in north eastern states of Nigeria and to investigate the motivational factors use to evaluate librarians performance in selected polytechnic libraries in the north eastern states of Nigeria. Using a survey research method and random sampling techniques was employed, with a well-structured questionnaire, data were collected from one hundred librarians /staff (100) respondents comprising of all the librarians that constituted sample for the study. The article reveals that More than half of the librarians in selected polytechnic libraries in the north eastern states of Nigeria did not agree with the way promotion exercise are being carry out to them, the study also reveals that librarians in selected polytechnic libraries in the north eastern states of Nigeria mentions that recommendation for accelerated promotion is not given them, majority of the librarians in selected polytechnic libraries in the north eastern states of Nigeria says that recommendation for salary increment were not given to them and The study reveals that recommendation for merit awards is not given to the librarians in selected polytechnic libraries in the north eastern states of Nigeria. It was recommended that the libraries management in selected polytechnic libraries in the north eastern states of Nigeria should try and improve on the way they carry out promotion assessment, because prompt promotion to librarians it encourages their performance. The libraries management in selected polytechnic libraries in the north eastern states of Nigeria should adopt the method of given recommendation letter for accelerated promotion to librarians who distinguished he/she in carry out duty. The libraries authority in selected polytechnic libraries in the north eastern states of Nigeria should also employ the method of given a librarian's recommendation for salary increment and The libraries management in selected polytechnic libraries in north eastern states of Nigeria should cultivate the habit of given merit award to librarians who did well in the cost of discharging his/her responsibility, by doing so it will make librarians to improve their performance.

INTRODUCTION

Motivation can simply be described as the provision of inducements. Motivation refers to getting people to do things willingly and well enough, those things which have to be done. Motivation is a vital tool in any business organization be it profit or non-profit organization for greater productivity. Motivating staff in a library could be in many ways: such as rewards. Rewards as an aspect of motivation play a prominent role in staff performance and satisfaction. Watson (1999) explained that rewards are all forms of financial income, tangible services and profits workers receive as a component of an employment or service relationship. Glassman (1998) states that motivation is a predisposition to act in a positive manner; this will go a long way in services delivery.

Thus, the beneficiary of such is usually motivated and thereafter satisfied and performs more. Thus, staff being promoted is considered rewarded by the management. According to Krau (2001) mention that motivation consists of tangible things such as bonus payment of promotion which may of course mean a rise in salary and lead to attainment of personal intangible attitude such as recognition prestige, power and so on, desirable working condition which includes good classroom, clean offices, availability of teaching aid or teaching materials and the realization of personal goals and priorities. motivation: is the process adopted by library managers or librarian to arouse enthusiasm and persistence of staff to pursue their assigned to activities.

Theoretical Framework

The theory used for this research was anchored on the theory of by Herzberg (1959) motivation-hygiene. It pointed out that certain factors that tend to lead to job satisfaction, whereas others lead frequently to job dissatisfaction.

Cole (2004) observed that several critics of Hertzberg motivation-hygiene theory pointed out that the theory was not developed from scientific empirically study it derived data on the basis of try to discuss it as an "armchair" theory that lacks scientific proof or credibility. On the other hand, some have found it as the best theory that provides a helpful framework for research that links between organizations and human behavior at work. For example, McGregor (1960) dwell deeply on Maslow's and Hertzberg's concept of motivation. Despite their lack of scientific proof or credibility, Hertzberg's theory of motivation is very significant for all administrators Ukeje, (2000).

The rationale behind the adoption of this theory of motivation as the theoretical framework of this research is that the motivation styles are key gear for management whose attendance in human resources use in any given organization improve productivity and attainment of goals. It is clear from the preliminary review of related literature that the staff or workers join organizations' or library, which they see as being able to fulfil their expectations and goals. The moment such library or an organization no

longer meet their needs the staff or worker's needs, dissatisfaction come in and frustration sets in, then staff morale becomes low and finally, the consequence of the turnover.

LITERATURE REVIEW

Motivation can simply be described as the provision of inducements. The concept has attracted the attention of many writers. Usman (2015) define it as energizing forces that induce or compel and maintain behaviors. Iwu (2011) sees it as need, drive, aspiration and desire towards the achievement of mutual objectives. According to Akinnigbagbe(2001), motivation is the result of processes that rouses enthusiasm and determination to pursue a particular course of action. The importance of motivation is that it can lead to employees looking for better ways of doing a job. Highly motivated staff is more creative than apathetic ones. In a study of the motivation of workers in some libraries, Rowley (1996) noted that workers are essential resources and explanation for important component or part of the budget of libraries or information centers. They have the function to perform in achieving the desired objectives of the library.

Thus, it is staffed that manage the services of the library and they are the major interface with the users. Therefore, their motivation or encouragement is critical in influencing the excellence of this interface. Basso (2001) identified salaries, fringe benefits, promotion, the leadership style of the supervisor, fairness as some of the incentives that motivate staff to perform; Dauda (2010) is of the opinion that motivating workers is one of the utmost challenges confronting librarian and information managers in developing countries, especially in Nigeria. Hence there is needed to make the best use of library workers to boost their morale and productivity levels. In a study ''Employee motivation", leong (2015) concluded that among others that:

(1) Employees are motivated to labour efficiently by demanding joy which allows a feeling of attainment, responsibility and progression.

(2) Workers are satisfied mostly by factors which are peripheral to the job, and

(3) Workers became unhappy when chances for meaningful attainment are eradicated or eliminated.

Motivating staff in a library could be in many ways: such as rewards. Rewards as an aspect of motivation play a prominent role in staff performance and satisfaction. Watson (1999) explained that rewards are all forms of financial income, tangible services and profits workers receive as a component of an employment or service relationship. Thus, the beneficiary of such is usually motivated and thereafter satisfied and performs more. Thus, staff being promoted is considered rewarded by the management. Ahmad (2012) observed that it is important for management to consider appropriate ways of motivating

staff through rewarding them, while organisation should be interested in reward administration or management for two significant reasons:

(1) It is considered about the total cost of the reimbursement because of its bearing or project utility, which is in library situation, encourages staff performance.

(2) The organisation opinion pays as a determinant of worker work behaviour and attitude. Pay may influence person's decision to join an organisation to labour efficiently, to undertake development or training, to join a trade union or to accept additional responsibilities.

Ahmad (2012) he explained that there are three (3) main objectives of reward administration or management as an aspect of motivation:

(1) To attract and keep appropriate employees.

(2) To obey employment legislation and rules.

(3) To maintain levels of worker's performance.

Though the three principal objectives are applicable to reasons why staff were rewarded in libraries, the most accepted reason however could be that the library management is encouraged to maintain or improve levels of employee performances by rewarding them in various ways such as sponsorship for additional qualification, promotion privileges to all categories of staff and so many kinds of rewards.

Watson (1999) opined that commitment to goals is a purpose of reward, linked with their attainment. Thus, the most important of such rewards e.g. the self-actualization and satisfaction of ego need can be straight products of efforts directed towards organizations goals.

According to Rowley (1996) conceptualized on financial reward in libraries as the method in which a degree to which monetary rewards can be utilized as motivators differ in the salary of person employees, their aspiration for promotions and the importance of monetary reward to their intelligence of staff-worth. To him, monetary rewards received by the staff of the library differ importantly depending on the type of their duty or post.

Vroom (2008) identified salaries, fringe benefits, promotion, the leadership style of the supervisor, fairness, honesty, group acceptance, the attitude of other people towards hard work, the joy drive in doing the work itself as constituting internalized motivation. According to Duda (2003) is of the opinion that motivating workers is one the utmost challenges confronting library and information in developing countries, especially in Nigeria. Hence, there is needed to make most favourable use of library staff to boost their morale and productivity levels. In a similar study by Myers (2006) concluded among others that:

(a) Employees are motivated to work effectively by challenging joy which allows a feeling of achievement, responsibility and advancement;

(b) Workers are unhappy mostly by factors which are peripheral to the job, and

(c) Workers became unhappy when opportunities for meaningful attainment are eliminated.

It is evident that management can motivate staff by designing job so as to satisfy motivation needs. It is clear that any job that robs staff of their needs for achievement, recognition, acceptance and staff fulfilment will tend to dissatisfy.

Akinnigbagbe (2011) stressed that persons provide their time and energy to the attainment of organizational objectives in exchange for rewards which business can offer, such as cash, recognition and the opportunity for attainment. These rewards are viewed as the prime motivators for individual cooperation in organization achievement. Thus, libraries have various means of rewarding staff to achieve the objectives of the libraries. Such rewards included promotion of staff when due, job responsibility where staff were expected to initiate and execute the responsibilities assigned to the staff, the opportunity for advancement through training of staff. These rewards encourage the staff to perform their assignment.

Baser (2012) disagreed that monetary compensation is not a direct primary motivator of personal performance which all members of a team are paid the same salary structure. Thus, libraries do not reward their staff through physical provision of money, but through the promotion of staff in which the staff income is increase.

STATEMENT OF PROBLEM

The library is an institution whose main responsibility it to select, acquire, organize and make the information available to its customer. The polytechnic libraries in the north eastern states of Nigeria forms parts of this study is managed under the leadership of polytechnic librarians whose is responsible for the smooth and quality services. Motivation is a predisposition to act in a positive manner, this will go a long way in services delivery. Motivation is to getting people to do things willingly and well enough, those things which have to be done. This study intends to investigates the various motivational factors adopted by the management of selected polytechnic libraries in the north eastern states of Nigeria and its corresponding effect on staff performance hence work output.

OBJECTIVE OF THE STUDY.

1. To investigate the influence of motivational factors in promoting librarian's performance in selected polytechnic libraries in north eastern states of Nigeria
2. To investigate the existing motivational factors that will use in encourage librarian's performance in selected polytechnic libraries in the north eastern states of Nigeria.
3. To Examine the motivational strategies employ in promoting librarian's performance in selected polytechnic libraries in the north eastern states of Nigeria.

To investigate the motivational factors, use to evaluate librarian's performance in selected polytechnic libraries in north eastern states of Nigeria

Methodology

Using a randomization sampling technique, all the librarians in selected polytechnic libraries in north eastern states of Nigeria the are as follows Federal polytechnic Mubi, state Polytechnic, Yola, federal polytechnic Bali, Taraba state, Abubakar Tatari Ali polytechnic, Bauchi, federal polytechnic, Bauchi, Ramat polytechnic, Maiduguri, Borno state and federal polytechnic Damaturu. A total number of (7) seven polytechnics were form the basis of this study, all academic librarians in selected polytechnic libraries in the north eastern states of Nigeria were visited by the researcher to collect data from the respondents. A questionnaire for librarians were filled by them. A total number of (100) one hundred librarians/ staff were selected for this study. Questionnaire were administered/ distributed to the librarians in selected polytechnic libraries in north eastern states of Nigeria (75) seventy-five were filled and returned representing (100%) hundred percentages which (100) hundred respondents consist of all librarians in selected polytechnic libraries in north eastern states of Nigeria that constituted the sample for the study. The sample was randomly selected from the librarians in selected polytechnic libraries in the north eastern states of Nigeria

Results.

Table 1. gender

s/no	Sex	Frequency	Percentage
1	Male	45	60%
2	Female	30	40%
Total		75	100%

The table above indicates that majority 45 representing (60%) of the librarians are male, while 30 representing (40%) of the librarians are female. This study indicates that majority of the librarians that work in the libraries were male.

Table 2. Marital status of the librarians

S/no	Frequency	Percentage
Married	59	79%
Single	15	21.33%
Total	75	100%

The table above indicates that majority 59(79%) of the librarians are married, while 15 (21.33) of the librarians are single.

Table 3.do you agree with the way promotion are carry out in your libraries

s/no	Options	Frequency	Percentage
1	Yes	10	13.3%
2	No	65	86.7%
Total		75	100%

The table above indicates that majority of 65 representing (86.7%) of the librarians did not agree with the way they carryout promotion to librarians, while 10 representing (13.3%) of the librarians agree with the way they carry out promotion to them.

Table 4. does your libraries management give recommendation for accelerated promotion?

S/no	Options	Frequency	Percentage
1	Yes	5	6.7%
2	No	70	93.33%
Total		75	100%

The table above indicates that majority 70 (93.33%)of the librarians indicates that libraries management are not given recommendation for accelerated promotion to librarians in the libraries,5 representing (6.7%) of the librarians says yes libraries management are given recommendation for accelerated promotion to the librarians.

Table 5. does your libraries management give recommendation for salary increment to the librarians?

S/no	Options	Frequency	Percentage

1	Yes	3	4%
2	No	72	96%
Total		75	100%

The table above shows that majority 72 representing (96%) of the librarians says no that the libraries management are not given recommendation for salary increment to them, while 3 representing (4%) of the librarians says yes they are given recommendation for salary increment to them.

Table 6. does your libraries management pay your salaries promptly?

S /no	Options	Frequency	Percentage
1	Yes	50	66.7%
2	No	25	33.3%
Total			100%

table above indicates that the majority 50(66.7%) of the librarians mentions that they receive their salaries promptly, while 25(33.3%) of the librarians says no they are not receiving their salaries promptly.

Table 7. does your libraries management give recommendation for merit award to the librarians?

S/no	Options	Frequency	Percentage
1	Yes	2	2.7%
2	No	73	97.33%
Total			

table above shows that majority 73 representing (97.33%) of the librarians mentioned no that the libraries management are not given recommendation for merit award to the them, while 2 representing (2.7%) of the librarians says yes recommendation for merit award were given to them.

Table 8. does your libraries management give issuance of commendation letter to librarians?

S/no	Options	Frequency	Percentage
1	Yes	26	34.7%
2	No	49	65.3%
Total		75	100%

table above indicates that the majority 49 representing (65.3%) of the librarians says no that issuance of commendation letter is not given to them, while 26 representing (34.7%) of the librarians says yes that the issuance commendation was given to them.

Table 9. does your libraries management send librarians for training and retraining?

S /no	Options	Frequency	Percentage
1	Yes	62	82.7%
2	No	13	17.3%
Total		75	100%

The table above shows that the majority 62(82.7%) of the librarians mentioned yes that the libraries management are sending librarians for training and retraining, while 13(17.3%) of the librarians says no that they not sending them for training and retraining.

Table 10. does your libraries management give verbal commendation to librarians?

S /no	Options	Frequency	Percentage
1	Yes	20	26.7%
2	No	55	73.3%
Total		75	100%

The table above indicates that the majority of the representing 55(73.3%) of the librarians mentioned no that the verbal commendation was not given to them, while 20(26.7%) of the librarians mentioned yes that the verbal commendation was given to them.

Table 11. do you have cordial relationship with your libraries management?

S /no	Options	Frequency	Percentage
1	Yes	59	78.7%
2	No	16	21.3%
Total		75	100%

table above indicates that majority of the representing 59(78.7%) of the librarians says yes that they have cordial relationship with the libraries management, while 16(21.3%) of the librarians says no there's no cordial relationship with the libraries management.

Findings of the study

The study reveals that;

1. **More than half of the numbers of the librarians are male in this study**

2. **Majority of librarians are married in numbers than the single in this study.**

3. **More than half of the librarians did not agree with the way promotion exercise are being carry out to them.**

4. **This study reveals that librarians mentioned that recommendation for accelerated promotion is not given to them.**

5. **This study states majority of the librarians says that the recommendation for salary increment were not given to them.**

6. **This study also reveals that recommendation for merit awards is not given to librarians.**

7. **It was reveals that issuance of recommendation letter were not given to librarians.**

8. **It was also reveals that half of librarians mentioned that the verbal commendation was not given to them.**

RECOMMENDATION.

Based on findings of the study, the following solutions are proffered to motivate librarian's performance in selected Polytechnic libraries in north eastern State of Nigeria

1. **The libraries management in selected polytechnic libraries in north eastern states of Nigeria should try and improve on the way they carry out promotion assessment, because prompt promotion to librarians it encourages their performance.**

2. **The libraries management in selected polytechnic libraries in north eastern states of Nigeria should employ the methods of given recommendation letter for accelerated promotion to librarians who distinguished he/she in carry out duty.**

3. **The libraries authority in selected polytechnic libraries in north eastern states should also try employ the habit of given a librarian's recommendation for salary increment, by so doing this it will encourages librarians to be consistent to their duty.**

4. **The libraries management in selected polytechnic libraries in north eastern states of Nigeria should cultivate the habits of given merit award to librarians who did well in the cost of discharging his/her responsibility, by doing so it will make librarians to improve their performance.**

5. The libraries authority in selected polytechnic libraries in north eastern states of Nigeria should also apply the method of issuance of recommendation letter to librarians, by so doing this, it will encourage librarians perform well.

6. The libraries management in selected polytechnic libraries in north eastern states of Nigeria should employ the culture of given verbal commendation to librarians, by so doing it will make them to be loyal to their boss, it also encourages cordial relationship and improves their performance.

CONCLUSION

The objective of this study was to investigate the influence of motivational factors in encouraging librarian's performance in selected polytechnic libraries in north eastern states of Nigeria

The finding of the study revealed that the motivational factors were not given to the librarians. The libraries management in selected polytechnic libraries in north eastern states of Nigeria should employ appropriate motivational factors that will encourage librarians and make provision for a more effective system.

It was also concluded that the librarian's motivational factors were not effective. Therefore, not enough to encourage librarian's performance. This was as a result of the provision of inadequate incentives packages for librarians.

Poor librarian's motivation and lack of incentives can lead to poor work rate. Highly motivated workers are more productive than apathetic ones. Libraries management (polytechnic librarians) should apply appropriates motivational factors like recommendation for salary increment that will enhance librarian's performance.

  This study again concluded that that the librarians in selected polytechnic libraries in the north eastern states of Nigeria mentioned that recommendation for merit award is not given them. The libraries authority should cultivate the habit of given merit award to librarians, who did well in his/her discharging his responsibility. By doing so it will encourage librarian's performance.

Finally, Motivation is an essential tool in in any libraries be it profit and non-profit organization for greater performance, it makes librarians to be consistent to their duty, loyal to their boss, it also encourages cordial relationship, above all it improves librarian's performance.

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