



GSJ: Volume 10, Issue 6, June 2022, Online: ISSN 2320-9186

www.globalscientificjournal.com

**WORK ENVIRONMENT, MOTIVATION AND SERVICE DELIVERY OF
LIBRARIANS IN AMBROSE ALLI UNIVERSITY (AAU) LIBRARY, EKPOMA,
EDO STATE**

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ABSTRACT

The research investigated work environment, motivation and service delivery of librarians in AAU Library. The research adopted the descriptive survey research design, and interview method as the instrument for collecting data. Findings from the research show that the work environment at AAU Library is not serene and conducive, and librarians are not excited about their work because they are not properly motivated. Also, overall service delivery of the librarians is low because their work environment is not conducive and improper systems of motivation are having a negative impact on their service delivery. The research recommends that work environments should be made conducive and librarians motivated so that they can give in their best for effective service delivery and optimum productivity.

Key words: work environment, motivation, service delivery, librarians, library.

1. INTRODUCTION

Service delivery is paramount to the survival of any library in this century. Gone are the days when libraries pride themselves with the number of collections they had, without considering how many persons were benefitting from the collections. Over time, libraries changed focus from being collection-centred to user-centred. That is, libraries now pride themselves in the number of users they are able to satisfy or serve. The whole idea of service in the library is necessitated by the fact that library users are in need of timely and accurate information (Zhang, Wang and Zhao, 2021). In the library, timely service delivery could come in the form of response to query, the way and manner librarians communicate with patrons and the way and manner librarians relate with their patrons. Service delivery in AAU library has not been at the best. This could be because of the fact that the library does not have a conducive work environment or because the librarians are not motivated enough. The library building also houses the Computers used for Examinations, and during examinations every semester, students are denied access to the library. This makes the librarians seemingly idle for about a month or more in every semester. Obviously, this will affect their service delivery. Service delivery in the library could be affected by a variety of factors. Notable among these are they work environments librarians see themselves and the way they are motivated.

Work environment is the general working sphere and factors that affect the work of an employee. It consists of the physical and social environments. Duru and Shimawau (2017) observed that the physical environment can be internal or external when they posit that work environment consist of the office buildings, its furniture and layout ... and the external factors that can affect the business. They went further to state that the work environment also includes conditions under which workers operate. By this, they show

the social nature of work environment. For any business of service outlet to meet its set goals, the working environment should be conducive to the workers, allowing them they freedom to be at their best in discharging their duties. As observed by Duque, et. al (2020), many organizations are looking for a way to adopt a concept known as new ways of working, one which allows companies to stay competitive, reduce cost and increase productivity. Effective service delivery, for libraries and librarians, would be almost impossible if the working environment is not conducive for the discharge of designated duties. Likewise, if librarians are not motivated, they are likely to attend to their work with minimal interest.

Motivation, according to Taheri, Miah and Kamaruzzaman (2020), can affects employee overall output. This is possible if employees are not satisfied with the rights, working environment and behaviour of staff, colleagues and superiors alike. Motivation is seen as the act of providing a motive that causes a person to take an action. The motivation could be in the form of monetary incentives, open praise, acknowledgement or any other gestures that bestows a sense of belonging. Nonetheless, while all these methods of motivation come from external sources, Shanks (n.d.) observes that real motivation comes from within the individual. Motivation is closely related to the social environment in the work environment. The social environment deals with the relationship between staff, and when this relationship is healthy can serve as motivation to workers.

In view of the above background, this research seeks to examine how librarians' work environment can be made conducive for them and how they can be motivated such that they will deliver quality and timely services to their patrons whenever the need arise.

2. LITERATURE REVIEW

Work Environment and Service Delivery

The physical work environment is consists of the library building, the information resources, the furniture, even how these furniture are arranged. Atmaja and Puspitawati (2018) posit that the role employees' physical work environment plays in the overall employee productivity is of essential significance. They noted that the result of a comfortable, safer and healthy work environment will naturally give rise to a good sense of joy for its employees so that it can increase employee productivity at work. Despite the fact that the library is service oriented rather than profit oriented, same assertions are true about it, because librarians will tend to give in their best to deliver quality service to their clientele.

Job performance, which is likened to service delivery, is, according to Malik, Ahmed, Gomez and Ali (2011), the result of three factors: skills, efforts and the nature of the work condition. While the skills are the knowledge, abilities and competencies of the employee; effort is the degree of motivation; and the nature of the work condition is the degree to which these the conditions can be accommodated in facilitating employees' productivity.

It is easier to think of the work environment mostly from the perspective of the physical environment. The social environment is also an important part of the work environment. For employees to be at their best, they need more than good buildings and optimally functioning furniture. Malik, et. al (2011) have observed that work environment is the combination of factors which include social support, physical working conditions, job characteristics, training and development, and communication process that can influence

or affect work. This goes to show the importance of the social environment in work place.

The social environment consists of the relationships that exist within the work environment. These relationships can be either formal, informal or both (Taheri, et. al, 2020; Bawa, 2017; Malik, et. al, 2011). Hafeez, et. al (1029) noted that work environment components are both physical and behavioural. This behavioural environment, the researchers noted, are the etiquettes which officer occupiers (employees) must have with each other and are interconnected. This goes to show that the relationship that exists among employees and between employer and employees can greatly impact the overall output and hence affect productivity.

Service delivery is a function of human needs. That is, without human needs there may not be a need to render services. Zhang, et. al (2021) believe that this need is what information consultants try to maximize, because human behaviour is the process of constantly generating needs and constantly satisfying them. Even if the library is a public institution, Thuku and Mwangi (2015) advised that if government wishes to enhance its efficiency and to improve on the delivery of its services, then it should apply business management principles for public administration purposes. These business management principles are about how to minimize input, maximize output and increase profit (Atmaja and Puspitawati, 2018).

For service delivery in libraries to be effective in this 21st century, librarians must constantly seek for ways to improve on their competencies. Little wonder Duque, et. al (2020) posit that the new way of working is a concept from the human resources administration and management that focuses on aspects that went beyond the limits of technology but included the work environment as well as the relationships between

employees. This showed that the needed competencies for effective service delivery can be both ICT related and non-ICT related, which are the interpersonal relations that exists in the work place.

Motivation and Service Delivery

Motivation, which could be internal/intrinsic or external/extrinsic (CEP, 2012; Shanks, n.d.), is very important in all spheres of life; be it to students (CEP, 2012), employees and work environment (Bawa, 2017; Varma, 2017; Oludeyi, 2015). Motivation is that which helps employees to level up their efficiency (Taheri, et. al, 2020). By this definition, the researchers point to the idea that motivation boosts the desire for employees to carry out their work efficiently.

Since people are different and have different behaviour, they will need different things to motivate them, because, according to Varma, (2017) motivation is an important stimulation which directs human behaviour. Since humans differ, organizations ought to frame practices that will satisfy both the group as well as the individual workers. Motivation leads to job satisfaction and job satisfaction leads to high work productivity (Atmaja and Puspitawati, 2018). This goes to show that when employees are motivated, the organization benefits in the long run and the employees benefit too.

For the library and librarians, the work of rendering services to clientele will become satisfying when the librarians are well motivated. A motivated librarian, like any other employee, will happily render services to the users of the library (Bawa, 2017) that at the end, the library meets its objectives, the librarians have inner peace and the library users are satisfied.

Having your workplace as a second home is the apex of motivation. This apex can only be reached when the workplace offers all forms of comfort (Al-Omari and Okasheh, 2017). For this level of motivation to be reached, all constituents of the workplace must be at their best. The physical work environment must be as perfect as possible (Duru and Shimawua, 2017), this would include the building, available space, furniture, air conditioning and the likes; and the social work environment must be inviting and welcoming (Malik, et. al, 2011), this would include the help that an employee receives from his/her co-workers, supervisor and colleagues in order to perform his/her work effectively.

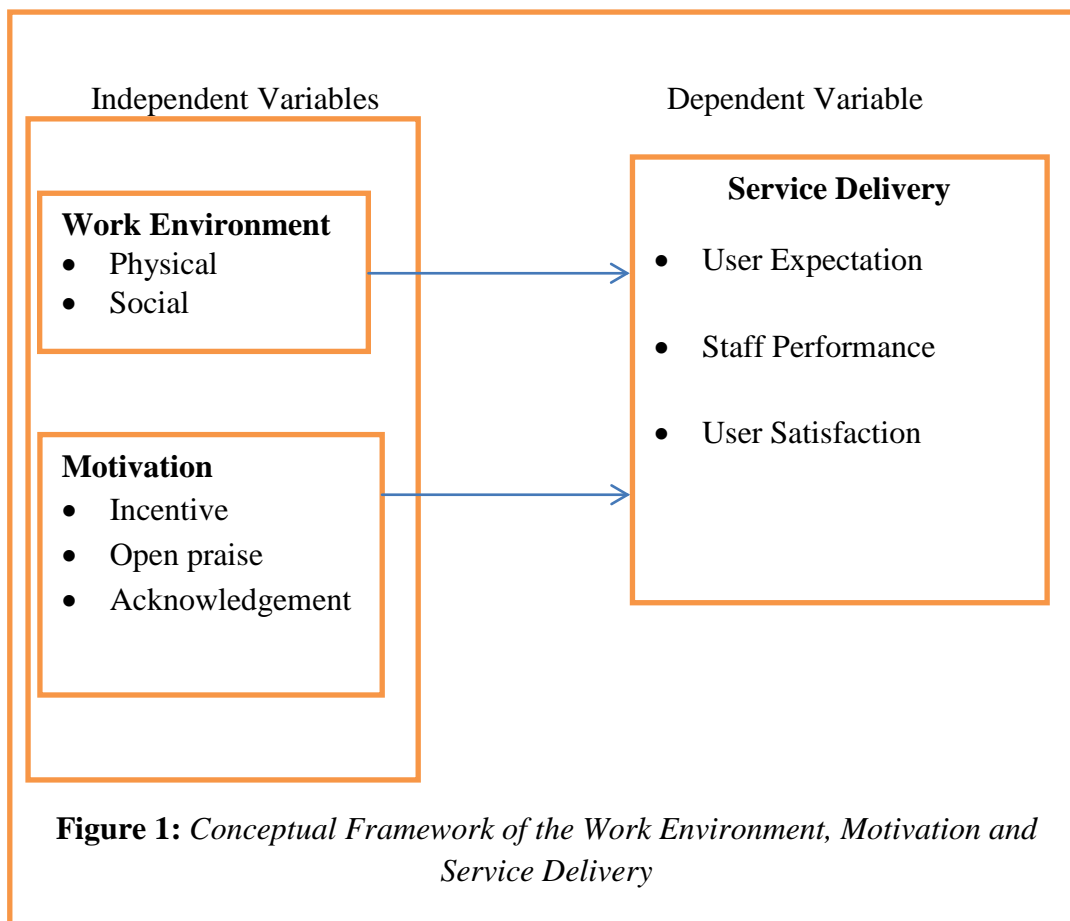
Despite the fact that the work environment is a major factor that should be considered when setting up an organization, Taheri, et. al (2020) have observed that many organizations still fail to give it its pride of place, thus suffer a lot to keep up with the organization's production in a steady upward manner. Since employees are the tools with which an organization achieves its objectives, providing a working environment that is conducive should be of prime importance (Hafeez, et. al, 2019).

3. RESEARCH OBJECTIVES

The aim of the study is to investigate the influence of work environment and motivation on service delivery of librarians in AAU library, Ekpoma, Edo State. To achieve this, some specific objectives have been formulated. They are to:

1. examine the level of service delivery of librarians in AAU library, Ekpoma, Edo State.
2. investigate the work environment of librarians in AAU library, Ekpoma, Edo State.

- ascertain the motivation system put in place for librarians in AAU library, Ekpoma, Edo State.



5. METHODOLOGY

This research has adopted a descriptive survey research design. The population of the study is the 39 librarians in AAU library; the total enumeration was adopted because of the manageable size of the population. The instrument for data collection was the interview, using an adapted questionnaire. The questionnaire was distributed to the

respondents and 35 copies were returned and analyzed. The analysis was done using Mean and Standard Deviation.

5. RESULTS AND DISCUSSIONS

The responses gathered from the interview are analyzed and discussed below.

Table 1: Service Delivery

Service delivery	Mean	S. D.
Library users expect too much from me	2.04	0.28
Library users expect me to provide all the possible services of a library	3.4	0.09
Library users expect me to be at my best performance	2.67	0.19
I often meet and exceed library users' needs	1.98	0.29
I spend less time and resources in meeting the needs of library users (efficiency).	2.9	0.16
Library users have high expectations from me because I have always met the users' needs	2.02	0.28
Library users were satisfied with the services I rendered	1.89	0.3
Library users are always happy to return to the library again	1.62	0.34
Library users will happily recommend the library to people	1.88	0.3
Grand Mean	2.27	0.25

Table 1 shows that the level of service delivery of librarians in AAU Library, Ekpoma is low as revealed by data collected, with a Grand Mean (2.27) that is below the criterion mean (2.5). The findings agree with those of Hafeez, et. al (2019) that the working environment is significant and has high impact on employees with different aspects. If organization's environment does not attract employees and they have a negative perception of the different workplace environment, elements like absenteeism, reduced performance, illness, then eventually a reduced obligation which causes low organizational productivity. The results also agree with Al-Omari and Okasheh (2017) who found out that employees dissatisfaction arise because work environmental factors have sensible impact and lead to decline in performance. Obviously, librarians cannot be effective and efficient in the delivery of their services when the work environment is not conducive for them and they are scarcely motivated to do their work.

Table 2: Work Environment

Work environment	Mean	S. D.
The lighting condition of the library is adequate	3.4	0.09
There are no occupational hazards in the library	1.88	0.3
The library gives adequate health and safety training	1.76	0.32
The library has employee friendly policies	1.94	0.29
The librarians have cordial relationships	3.64	0.05
The library positively influences the librarians	1.88	0.3
The library has an amazing work culture	1.8	0.31
There is job security in this library	3.92	0.01
Grand Mean	2.4	0.23

Table 2 reveals that the work environment of librarians in AAU Library, Ekpoma is not at the best. Only the lighting condition of the library is adequate (Mean = 3.4) and that librarians have cordial relationships (Mean = 3.64) have a Mean above the criterion Mean (2.5). This shows that the work environment of the librarians in AAU Library is not conducive for the librarians. A non-conducive work environment has the ability to negatively influence the librarian in the discharge of his professional duties, as observed by Atmaja and Puspitawati (2018) that work productivity of employee is explained by the physical work environment and job satisfaction. Malik, et. al (2011) also observe that social support, physical working conditions, job characteristics, training and development, and communication practices are all factors that can affect performance of employees.

Table 3: Motivation

Employee motivation	Mean	S. D.
I am confident about contributing to the organizational goals of the library.	2.4	0.22
I am focused at my work and responsibilities	2.02	0.28
I am excited about my work	1.84	0.31
My superiors shows interest in my personal growth and goals	1.54	0.35
My superiors recognizes my work which motivates me to deliver my best	2.06	0.27
I believe my work is valued in my organization	2.9	0.16
When I'm at work, I do not realize how quickly the day goes by	1.32	0.38
I am excited to go to work on Mondays	1.69	0.33
Grand Mean	1.72	0.33

The motivation system put in place in AAU Library for the librarians are such that the librarians do not feel the need to put in their best at any given time. Librarians are not excited to work, they are not happy to go to work on Monday morning, they do not feel appreciated by their superiors and they are always conscious of the time when in their place of work. All these are indicators that the librarians have not seen their place of work as their second home. These finding agree with Bawa (2017) who reported that superiors should exercise equity and fairness in the administration of financial and non-financial motivations and show personal interests in subordinates in various ways so as to reinforce desired behaviour. This goes to show that motivation can bring out the desired behaviour needed from librarians in particular and employees in general.

6. CONCLUSION AND RECOMMENDATIONS

Work environment and motivation are two very strong and major components that affect any employee. For the librarians who work in a service oriented rather than profit driver institution, these two components (work environment and motivation) cannot be downplayed. A combination of a work environment that is conducive (both physical and social work environment) and the motivation (financial and non-financial incentives) will go a long way in ensuring that librarians give in their best in delivering the services for which they are employed to deliver.

A major reason why librarians in AAU Library ought to be motivated is because the library is an academic library that is established to aid research, teaching and learning. The library and indeed the librarians are made to serve a vast array of users, that a deficiency in their services will have a severe negative impact on the society in general.

Thus, this research recommends as follows:

- i. That the physical as well as social work environments should be made serene and conducive for librarians to work in.
- ii. That those in managerial positions in the library should try to develop friendly and relaxed relationships with the librarians working under them.
- iii. That the management of the library should device means to motivate the librarians working in the library.
- iv. That the library management should appreciate the efforts put in by the librarians in the discharge of their duties.

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