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MOTIVATION: A CATALYST OF LIBRARY STAFF PERFORMANCE IN ACADEMIC LIBRARIES, GHANA

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ABSTRACT: *The study sought to examine issues of motivation and how it influence staff performance in academic libraries. The study adopted a qualitative approach to explored motivation among library professionals in Ghana using interviews as an instrument for data collection. The population of the study was ten (10) professional librarians selected from five academic libraries in Ghana. The study population was professional librarians of the selected academic libraries. The thematic areas investigated were availability of motivational packages, types of incentives, influence of motivation on library staff performance, level of staff satisfaction, and strategies to improve the condition of library staff at academic library environment. The study revealed that there are some motivational packages for the library staff. On strategies to improve the general condition of library staff, both senior members and senior staff indicated similar incentives and packages such as good working conditions, staff welfare, free medical care, and free accommodation for staff, allowances for child education, and many others. Recommendations were made to management to increase the overtime allowances, and also to improve both monetary and none – monetary incentives to boost the morale of library staff in academic libraries of Ghana.*

KEYWORDS: academic libraries; library staff; job performance; motivation; public university libraries.

INTRODUCTION

Generally, the development of every organisation depends on the type of employees recruited since they are an essential resource for each organization. Throughout the world, the majority of institutions rely on the services of staff to attain the goals of their parent institutions. Academic libraries are not islands. They also need the services of staff who are competent enough to provide

accurate services to users, just like any other institution. As managers anticipate effective and efficient productivity from employees, staff also require good conditions of service from employers which are favorable enough to guarantee responsive inputs; hence the need for staff motivation to increase productivity (Argyris, 2017; Tiwari, 2015).

Motivation is a set of functioning tools that shape the administration of an organisation and energizes the labour force simultaneously (Tiwari, 2015). Argyris (2017), posited that motivation is the unexpected force that drives and maintains the continued efforts of individuals in an organisation. According to Machara and Jain (2016), the word motivation is an etymologically Latin, “mover” signifying “to move”. From the various definitions above, library staff can provide quality service to the higher pedestal if only they are well recognized and motivated by the institution they serve. The core objectives of libraries are to support teaching, learning, and research activities to fulfill the mission and objectives of the parent institution – therefore, libraries need to motivate their staff to live up to expectations. Ajie, Soyemi, and Omotunde (2015), indicated that the attitude of library staff toward work is mostly dependent on their motivation and satisfaction level which is paramount to quality performance. The absence of motivation in the academic library leads to job dissatisfaction; the rest are frequent absenteeism, flimsy excuses by library staff, and lateness to work, and many other negative behavioral tendencies that reduce the efficiency of services.

Globally, librarians are the essential group of professionals for any country’s future development, because they are the custodians of information. Information that is current, reliable, and accurate facilitate national development. In the academic environment, lecturers, students, and researchers need the information to decide on the next line of action. All information requested by users end their final journey on the desk of a librarian or frontline staff at the circulation desk in the library. Librarians' motivation, professional knowledge/skills, competences, and available resources are important determinants of the level of success and performance of specific library services. Motivation, in any kind, is a catalyst that speeds up efficient services in the library; conversely, lack of motivation decreases the efficiency of work as indicated by Ademobi and Akintomide (2015). They stated that a dissatisfied staff will either leave his or her job or constitute a nuisance to the institution and this, will result in low performance, productivity or commitment.

Preliminary investigation by the researchers revealed that all categories of library staff have developed some attitude while some feel dissatisfied with their working conditions. Others always lament that the current condition of service is not commensurate with the effort they put in at their various designations in the library in terms of user services. This confirmed the study by Afful-Broni (2012), who asserted that though there are motivational schemes available for library staff in the universities, the challenge is that they are not equitably enjoyed by all library staff. Judging from the literature available there exist a geographical gap that the current study intends to fill. The purpose of the research was to ascertain the availability of and how motivation influence the performance of library staff in an academic environment of Ghana.

The study especially sought to find out the following:

- i. To ascertain the availability of motivational packages for library staff at academic libraries
- ii. To determine the types of incentives that motivate library staff at academic libraries

- iii. To investigate the influence of motivation on library staff performance at academic libraries
- iv. To find out the level of satisfaction with motivational packages given to library staff at academic libraries
- v. To examine strategies to improve the condition of library staff at academic libraries

LITERATURE REVIEW

Available motivational packages for library staff

Employers all over the world are expecting their employees to perform up to their expectations; however, these goals cannot be achieved without oiling the palms of employees with motivational packages. Employees who are well-motivated strive to impress their employer with excellent performance and services to users, while the lack of motivational packages decreases performance. Amune (2013 a), considered job motivation as a predictor of job satisfaction among professional and non - professional library staff at Ambrose Alli University, Ekpoma. It emerged that there were motivational packages that predict the satisfaction of library staff, and there was no critical disparity between the satisfaction derived by professional and non-professional library staff. Amune (2013), added that library staff derived most of their satisfaction from salary/pay, library policies and administration, advancement, and individual development as well as social status.

The study of Seniwoliba and Nchorbono (2013), on the role of motivation on employee performance in the public sector in Ghana, revealed that motivation packages for the workers of University for Development Studies (UDS), Wa campus were not adequate. The instruments used for data collection were interviews and questionnaires. Out of the population of 240, the researchers selected 150 as a sample size for the study using the Cochran formula. The findings indicated that monetary rewards and a serene working environment were the preferred form of motivation for workers. Nonetheless, there were free medical care, book, and research allowances for senior members which are also not adequate (Seniwoliba & Nchorbono, 2013).

The study by Afful-Broni (2012), established that there are motivational schemes available for library staff at the University of Mines and Technology (UMaT), Tarkwa. However, these schemes are not equitably enjoyed by all categories of staff. Afful-Broni (2012), added that the majority of the respondents indicated that there is a lack of periodic increment of salaries as well as career advancement opportunities for all calibers of staff. Interestingly, in the same study, out of 200 respondents, 128 (64%) respondents indicated that incentives, allowances, and rewards are not given to staff who excel in their work.

Leysen and Boyston (2009), studied on job satisfaction of cataloger librarians. It emerged from the findings that respondents were satisfied with their jobs due to available benefit packages such as relationships with colleagues, and training opportunities – most of the respondents agreed that their supervisors were competent managers, and they had confidence in them. Opoku (2009), concluded that the low level of performance of subordinate library staff could be accredited to frustrations due to unavailable incentives such as awards or prizes, and praises to inspire the staff to improve their performance.

Available incentives that motivate library staff

Staff incentive is a deed or a potential possibility that will yield a better result. It is additionally known as a motivation for the greater accomplishment of an action. Incentives are things given to employees aside from their earnings with the view to stimulating them to realize an organization's goal or objective. Incentive forces are designed to address challenges with work satisfaction and retention. Owolabi, Ajiboye, Bakare, Bello, Omotoso, and Adeleke (2013), on librarians' attitude toward monetary and non-monetary incentives in university libraries in Nigeria, established that all the librarians (45)100% confirmed that they are beneficiaries of monetary incentives, while 36(44.4%) are beneficiaries of non-monetary incentives. Quratul-Ain, (2012), observed factors that boost employee motivation at the workplace as pay, incentives, joint decision making, satisfying work relationship, recognition, identification, and fulfillment of needs, support, trust, respect, leadership, fringe benefit, and special allowances. The rest are significantly connected to work, training, and quality of supervision, data accessibility, and communication to perform activities.

Agarwal's (2010), the study on motivation and executive compensation concluded that money or cash remains the vital stimulating component for employees, in that it leads them to put in more effort to work for the organisation. The study stressed further that non-financial incentives induce a staff to do more; however, after a specific period in a person's profession, cash has the most noteworthy significance. On the other hand, Wiscombe (2002), concluded that what people require is to be recognized for making an impact on the work; as a result, appreciation and praises are among strong incentives. The study highlighted again that, non-monetary rewards cannot only be cost-effective but can have an effect on self-esteem, increase in efficiency, value creation, and security principles. The non-monetary incentive is the reaction that provides to the query, in what way to maintain and increase the self-esteem of staff while retaining the costs (Wiscombe, 2002).

Similarly, the study of Afful and Antwi (2001), established that Library Assistants at the University of Cape Coast Library are well motivated through conducive working relationships and participative management to achieve organisational goals. The authors disclosed a lack of promotion as a factor that negatively influenced the development of Library Assistants in the library.

Influence of motivation on library staff performance.

In every sphere of human activity, motivation is a crucial element. Once a person is motivated, he or she is encouraged to attain a high-level performance. Motivation brings satisfaction, whereas dissatisfaction breeds inefficiency and low services in an organisation. The study of Lamptey, Boateng, and Antwi (2013), focused on the motivation and performance of librarians in public universities in Ghana – it was a survey with questionnaires as a data collection instrument.

The target population of the study was seventy- two (72) librarians from six public universities in Ghana. The findings of the study established that 88.1% of the respondents admitted that there are prospects for promotion, followed by 50.8% who revealed that there is no attempt by management to motivate librarians, whereas, 93.2% of the respondents indicated that librarians enjoy housing benefit. Another 91.5% responded that they do not benefit from study leave with pay outside

librarianship, while 98.3% of the respondents disclosed that they benefited from medical expenses refund – however, 60% of the respondents admitted that these benefits were not easy to get due to bureaucracy and frustrations in the system. Siamuzwe (2012), enumerated some factors that demotivate librarians as, ‘poor working conditions, poor physical working conditions, poor remunerations, unfair staff training policies, accommodation problems, lack of promotion prospects, and poor funding to the libraries’. The integration of production standards, feedback of performance, and financial incentive influenced work satisfaction and efficiency differently and this had an impact on the personnel’s satisfaction. (Malik, Butt & Choi, 2015).

Upev, Chorun, and Idachaba (2015), conducted a study on the impact of motivation on personnel performance and productivity at the Francis Sulemanuu Idachaba Library, University of Agriculture, Makurdi-Nigeria. The study adopted both questionnaires and interviews as data collection instruments; the population of the study comprised 72 para-professionals. The study identified motivational factors that influenced higher performance as decision making, job security, challenging work assignment, monetary reward, and job incentives – it added that personnel productivity at the university was at its lowest ebb.

Bamgbose and Ladipo (2017), studied the influence of motivation on academic library employees’ performance and productivity in Lagos, Nigeria. The study was a survey approach with a sample of 322 library staff from four selected academic libraries. The findings established that 94.4% of the respondents admitted that job security was available as a form of motivation, whereas 94.0% of the respondents accepted that there were wages and salary. On the other hand, 56.2% of the respondents indicated that there were monetary incentives and rewards for outstanding performance.

Other forms of motivation were appreciation/ recognition of service and award, promotion when due, serene work environment, good working conditions, provision of staff training and development. The study of William (2010), claimed that motivational factors that influence the performance of staff vary from individual to individual and likewise from organisation to organisation. Besides, an individual’s motivation can alter with time as the person involved may experience a diverse preference for motivation over time.

Level of satisfaction with motivational packages

The reason for library establishment in the university community is defeated if library staff are unable to provide users with relevant information and services. The performance of library staff depends largely on their satisfaction level, which stimulates them at their designations.

Job satisfaction is not limited to monetary packages, but it includes verbal communication and praises, a good relationship between management and staff, suitable condition of service, and many others. Amune (2014 b), conducted a comparative study of the determinants of job satisfaction among male and female librarians in Public University Libraries in the Edo State of Nigeria. It emerged that motivation at the workplace is a key predictor of job satisfaction among professional and non-professional library staff. It stressed further that a significant number of library staff derived their satisfaction from salary/pay, library policies and management style, personal development, and job security. Ikonne and Onuoha (2015), also identified job security, staff to staff relationship, the

relationship between staff and managers/ supervisor, as well as communication with users as factors that influenced the librarians' job satisfaction. The study established that salary and fringe benefits, working conditions, and avenues for carrying out research were rated low, which signifies that the librarians are dissatisfied with the job satisfaction facets. In view of this, recommendations were made to management to address the issue of staff dissatisfaction.

Baro, Fynman, and Zuokemefa (2013), conducted a study on Job Satisfaction among Cataloguing Librarians in University Libraries in Nigeria, the discoveries established that cataloguers in Nigerian university libraries were dissatisfied with roles and responsibilities, working environment culture, rewards (salaries/ benefits), as well as professional development. In a similar vein, they were satisfied with management style and supervision, performance assessment, and opportunities. Akinyemi and Ifijeh (2013), conducted a study on leadership style and job commitment of library personnel in Private University Libraries in South-West Nigeria. It emerged from the findings that respondents were satisfied and contented with their general job satisfaction in the library.

Igbashal, Beetseh, and Kumba (2016), examined factors affecting librarians' job satisfaction in the Federal University of Agriculture Makurdi Library, Nigeria. The study was a survey research design. The entire population for the study was 90 librarians in the Federal University of Agriculture Makurdi libraries. There was no sampling technique for the study because the population could be managed. The instrument used for data gathering was a questionnaire. The findings revealed that the salary of the majority of respondents was adequate with a mean of 1.41, this was followed by those that had inadequate salary with a mean of 2.60, and another 1.70 indicated that their salary is not paid regularly, whereas 1.41 agreed that they are not satisfied with their salary. This suggests that salary affects librarians' job satisfaction.

The study of Tsigilis, Koustelios, and Togia (2004), on job satisfaction and burnout in Greek academic libraries, concluded that job satisfaction of librarians is determined by factors such as working conditions, supervision. They stressed further that inadequate academic avenues for staff advancement, poor promotion policies as well as delay promotion process were identified as the key sources of librarians' dissatisfaction in Greece University.

Strategies to improve the condition of library staff

In order to have efficient services and performance in the library, management has to put strategies in place to maintain hard-working staff through adequate motivation. The study of Mensah (2011), identified staff training as one of the strongest strategies for motivating workers as it provides them with the opportunity to advance themselves in this current changing environment. Aryeetey (2011), characterizes motivation strategies as the process of harnessing performance management of employees to satisfy their aims and goals within the organisation. She concluded that motivational procedure is concerned with work plan cooperation, joint goals, setting career improvement, and other processes associated with an individual's need toward accomplishing and supporting individual importance.

Yusuf (2015), undertook a study on the assessment of motivation strategies and work performance of para-professional staff in tertiary institution libraries in Kaduna state, Nigeria. The study employed a survey approach with a structured questionnaire and structured interview guide as research instruments for data collection. The results identified regular payment, job design, job rotation, job enlargement, job enrichment, promotion, education, and training as strategies to improve the condition of library staff.

Chuks-Ibe and Ozioko (2014), did a study on problems militating against job satisfaction among librarians in academic libraries in Niger State, Nigeria. The findings disclosed lack of opportunities for socialization and promotion, lack of managerial skills by managers, and inappropriate library devices were some challenges associated with job satisfaction. The study recommended strategies to improve librarians' condition as annual leave, free medical care/assistance, consistent benefit, full sponsorship to attend conferences both within and outside, workshops as well as seminars to empower them to acquire additional knowledge and competence in their various areas.

Oyegunle (2013), listed strategies to improve the condition of library staff as; rewards /recognition: attractive salary and benefits, provision of modern equipment/technology, (e.g. OPAC to locate books instead of the card catalogue), job training, favourable work environment, and promotion when staff is due. Aworemi, Abdul-Azeez, and Durowoju, (2011), conducted a similar study on motivational factors of employees in Nigeria. A well-structured questionnaire was used as an instrument for data collection. The findings established favourable working conditions, stimulating work, and an attractive salary. The results listed timely promotions when due, enrichment in the job, monetary and non-monetary compensation as some key strategies to retain employees in an organisation.

METHODOLOGY

The researchers adopted the qualitative method with a case study design using interviews as an instrument for data collection. The population of the study was ten (10) professional librarians selected from the public university libraries in Ghana. These staff have been working in their various libraries for the past ten years (10) and above. There was no sample size because the population was too small, and therefore, manageable within the expected time. This was in agreement with Crouch and McKenzie (2006) whose study recommended that "less than 20 participants in a qualitative study helps a researcher build and maintain a close relationship and thus improve the "open" and "frank" exchange of information.

Table 1.1 Categories of participants.

Note: the PU stands for Public University; SM for Senior Member and SS for Senior Staff.

Universities	Participants (n=10)
PU1	2
PU2	2
PU3	2
PU4	2
PU5	2

Source: Survey data, 2020

RESULTS /FINDINGS

Respondents' characteristics

Table 2 presented the categories of genders from each institution based on their levels or status. The breakdown is displayed in Table 2.

Table 2: Gender of respondents

Categories	Gender (n = 10)	
	Male	Female
PU1	1	1
PU2	1	1
PU3	1	1
PU4	2	-
PU5	1	1
Total Gender	(Males: n = 6)	(Females: n = 4)

Source: Survey data, 2020.

It can be seen from Table 2 that those who participated in the study comprised six males and four (4) females

Years spent on the current position

The researchers sought to find out the number of years respondents had spent in their current positions, it can be seen from Table 3 that a significant number of the respondents spent 6 -11 years in their current positions, followed by 1 – 5 years and 12 – 16 and above respectively.

Table 3: Years Spent on the current position

	Frequency	Percentages
1 – 5 years	3	30
6 – 11 years	5	50
12 – 16 and above	2	20
Total	10	100

Source: Survey data, 2020.

Objective one: Availability of motivational packages for library staff

The objective one of this study sought to find out the respondents' views on the availability of motivational packages for library staff. Their responses are displayed below;

According to **PU1 – SM1**, “In terms of sponsorship for education, we are all enjoying everything – including the hostels' charges and school fees. This covers everybody if only you are due for study leave, which I think is good for those who want to climb the academic ladder”.

PU2 – SM 2 Also remarked, “Yes, for the study leave, nobody can dispute it. I will say thumbs up for the university, they pay everything if only you provide them with proof of registration and payment receipts, they refund everything to you, which for me, I think the school needs some praises for such motivational assistance”.

The **PU3 – SM 3** stressed further that, “One thing that has surprised the majority of the staff is that the university has limited motivation to only money, but monetary gains alone cannot make things happen, safe working environment, job security, logistics and tools, facilities and equipment, and even ordinary praises and a pat on the shoulder are all part of motivation”.

PU4 – SM 4 ... "One was quick to add, my colleagues have said it all, we are all beneficiaries of study leave with pay; honestly, things would have been tough without the sponsorship, because I do not know anybody in Accra I could lodge with, but with this intervention, I have my Masters now”.

PU5 – SM 5 ... “As for me, my motivation is job security, when you are working under a secured environment and your job is secured, that one alone motivates you to put up your best. I always say that adequate job security is far better than a job that pays better without job security.”

This is what one of the senior staff said;

PU1 – Senior Staff (SS1) “The only motivational package that I heard about is full sponsorship but I have never applied for that because, as it is now, I am not qualified but I will try when my time is up or when I am due”.

PU2 – SS2: “Yes, there is a motivational package. I always tell my colleagues that if you want to know whether there is a motivational package for library staff, then apply for admission, when you are due for further studies”. The SS2 pointed out that 'there are other things that we do not consider as a motivation – award, promotion, good working condition, and sometimes good relationship with other staff are all part of the motivation in the working environment”.

PU3 – SS3... “Yes, we have all enjoyed the study leave with pay, which I think is not bad, it helped me a lot when I was on study leave”. The only problem I experienced was the delay in refunding the money after paying your school fees, which is also attributed to the process involved in refunding”.

PU4 – SS4 “I think they have said all, although, there are some challenges, I think overall it is not bad”.

PU5 – SS5 ... Despite all these difficulties, we are doing our best; however, we are pleading with the management to revise the policy on staff motivation”. This is an indication that there exist motivational packages for all categories of staff, in terms of study leave.

Objective two: Types of incentives that motivate library staff

Furthermore, the second objective sought to ascertain the types of incentives that motivate library staff. The results obtained are reported as follows:

According to **PU1 – SM1**.... “There is an incentive for all library staff, it comes in the form of overtime”. Only those who do overtime enjoy these incentives, so I will say yes, there are financial incentives and rewards for library staff (for outstanding performance) respectively.”

The researchers asked the kind of incentives; the respondent explained that these are in the form of money, but refused to comment on the specific amount of money”. This was because it is calculated per the job done, the **SM1** explained.

PU2 – SM2: “added that, “Yes there are incentives but only meant for those who do overtime work; however, we are still fighting for an increment and other things for our staff to feel that they are enjoying from their overtime incentives”.

PU3 – SM3 “Half a loaf is better than none, if not that, I do not want to call it as an incentive.” **SM 3** echoed that “Sometimes you have to fight hard before it is paid after the job is done”.

PU4 – SM 4 ... “You see, either money or non – monetary incentives are not the only factors that influence staff to stay in a particular job, I disagreed with that – however, I believe in the word of mouth, praises, and encouragement from the management and supervisors”.

PU5 – SM 5 ... “Yes, I will say that the small incentives influence my performance as well as my stay on the job; however, we are all requesting more and better incentives to come one day”. When the researchers sought the views of the senior staff, this is what they also said;

PU1 – SS1.... “I am always confused, whether to call it bonus or allowance, anyway we have something like that but we are pleading for adequate increment, if possible free meals from the University cafeteria during the hours of overtime as we normally do it on weekends”. For the overtime incentive, it is there; however, management does not praise you when you exceed the target, no recognition, and appreciation for others to emulate the performance, so for me, it worries me a lot. The **SS1** was quick to stress that, “When I do well praise me for that, likewise, when I err point it out.”

PU2 – SS2: “In my view, I think the incentive is not about money per se, it goes beyond that, my brother; now let me tell you, the incentive could be rewarded for excellent work done by the staff,

bonuses for extra or additional responsibility, immediate payment of overtime. The rests are free transportation or allowances for transport, child fees, and provision for free medical care, all these summed up as incentives that encourage and move staff to go the extra mile to perform without been instructed. All these things that I mentioned are not there for us to enjoy, so in a simple form, no incentive".

PU3 – SS3: “Honestly, my colleague has hit the nail right on the head, maybe those at the top are enjoying them, but for some of us, we are not aware at all. My brother, I'm done with this question on incentives”.

PU4 – SS4 said “The amount is too small to be called overtime incentive; since I started working here, I have done a lot of things to improve the development of this library, unfortunately, I have never received any pesewa or even a pen as part of incentives”.

PU 5 – SS5 lamented that “anyway, we are praying for the attractive increment, which I believe will come one day, it is only a matter of time, and I believe that it shall be well one day”.

Objective three: Influence of motivation on library staff performance

The third objective was on the influence of motivation on library staff performance. When asked whether or not, motivation affects library staff performance, they all said it did. According to the **PU1 –SM 1** “Honestly, no one can underestimate the influence of motivation on staff performance. Influence has both positive and negative impact on staff performance. Fortunately for me, I am fine with the University management as well as all the staff working in the library. I always make sure that they attend staff development training, seminars and workshops to develop their professional skills – there are good working conditions and cordial relationships with all the staff”.

PU2 –SM2: “I think the working condition, job security, working environment and provision of staff training influence my working here – the remuneration is not what we are expecting, but when you compare it to other places, one would say ours is better”.

PU3 –SM3: “They have said it all, I agree perfectly with them, our job is secured, sometimes there is appreciation/ recognition of service and reward for some staff, our working environment is conducive, there are adequate security measures in the library as well, so I think they are part of things that influence my working; though we are all yearning for much improvement in the work”.

PU 4 – SM 4 ... “Seriously, my concern is about better incentives, not job security – if your job is secured, whereas you earn meager salaries at the end of the month, what is the sense in it? As I did indicate, my concern is better incentives.”

PU 5 – SM 5 ... “I think incentives play a pivotal role in terms of job performance, but in our case, it is too small to influence staff performance”.

The senior staff was also asked to indicate the effect of motivation on their performance, even though the senior members in the library expressed earlier that the lack of motivation affects staff performance at all levels.

This is what the senior staff said: **PU1 –SS1**.... “We are all aware that everybody needs money to make ends meet; however, since there are job security, promotion and good relationship among library staff, it is better to work here – so in my view these are the factors that influence my working here, but we are requesting for much improvement”.

PU2 – SS2: “If you ask me what influences me to work in this library, I will say, good working, environment, cordial relationship with my boss and colleagues. The rests are appreciation/ recognition of service and award, promotion when due, serene work environment, good working conditions, provision of staff training, and development”.

PU3 – SS3: “In addition to what my colleagues have just said, we all need money, but job security and working environment are the key components in life since those things are available, then, I will say that they are the factors influencing my performance as a librarian”.

PU4 – SS4: ... “, Who does not want to be motivated? And what is the motive behind motivation? – We all know that motivation encourages employees or staff to excel or to do more. The little incentives we receive sometimes influence me to stay in the work with the hope that it shall be well one day”.

PU5 – SS5 “Sure, I believe that when we are well motivated it will strengthen our morale to perform better than what we are doing currently”. When asked whether they are doing better currently or not per her statement, this is what she added; “Oh, no we are doing better, what I mean is that we will do more”, she said this with a laugh.

Objective four: Level of satisfaction with motivational packages

The level of job satisfaction is a key weapon in every organisation being it small or big, private, or government. Job satisfaction moves employees to go beyond what is expected of them, invariably, its absence will demotivate employees to go the extra mile and increase performance. With this, the **PU1 – SM1** expressed that “As indicated earlier, incentives or motivation is not about money alone – you know it goes beyond that, so for me, I am satisfied with some of the incentives.” They should improve the reward system, our general working condition, design a new scheme for staff welfare regardless of your level for everybody as well as others”.

PU2 –SM2: “Seriously, I am not satisfied with the incentives system that we have in the library.” When the respondent was asked to provide a specific answer either money or non-money incentives, this is what he said; "Yes, when it comes to bonuses, salary advance which is in the category of money – personally, I am not satisfied with the way and manner those things are carried”.

PU3 – SM3: “Hmmm!!, It is better than unemployment or being jobless, (so once is better than none) I will say I am satisfied with them.” When asked why? the respondent indicated that “it favours others, some of us, we are not part of their favorites, for that matter, we do not dream of any incentives in this environment – no medical facilities or provision, no free transport to carry staff who don’t own cars”.

PU4 – ... “It is very sad!!, as for me, I am not satisfied with my general condition of service at all – I won’t lie to you, maybe others are satisfied with their condition of service, but I am not part of them”. When asked why? This is how he explained it with bitterness ... “there is no policy on child education, no rent allowance, lack of car loan and maintenance as well as lack of medical allowance, so how do I say I am satisfied with my working condition?”

PU 5 – ... “Some of us feel bitter in this work, we use all our time, mind, and energy to do our best, yet management does not care about the poor condition of service. I am not satisfied with this work at all, I am searching for another place, if I get the green light, I will say goodbye to them”. Similarly, the senior staff was asked to indicate the level of satisfaction with incentives given to the library staff. Some of the respondents expressed their bitterness, that they are not satisfied with their current work condition, below are the various responses given;

PU1 –SS1; “I am satisfied with most of the incentives because elsewhere those packages are not there for their library staff so, I will say the available incentives are better than nothing”.

PU2 – SS2: “I have been working here for the past six years, I have never attended even a single seminar or workshop either within or outside; whereas my colleagues in different institutions are attending seminars, workshops, and conferences, both within and outside Ghana, so in this situation, do you expect me to tell you that I am satisfied with my current condition? It is absolutely not!”.

PU3 –SS3: “I am not satisfied with my working condition – but, it is better than staying at home without doing anything, or better than being unemployed, we keep on praying for better condition of services soon”.

PU 4 – SS4: ... “Frankly, speaking, I am not satisfied with my current working condition at all, management should more for some us to feel happy and comfortable”.

PU5 – SS5: ... “I think management should also consider the current economic situation and do something for the staff. In fact, in this era of COVID 19, it is not all that easy for us at all”.

Objective five: Strategies to improve the general condition of library staff

Respondents were also requested to indicate the types of strategies to be used to improve their general working conditions as the objective five. The responses are displayed as follows.

The **PU1 – SM1** indicated that.... “I think the University management should employ all the strategies that will improve our general conditions”. When asked to mention some of the strategies, this is what he said; “I mean conditions such as availability of health facilities or free medical treatment, allowances for utilities such as water, gas, child education, and electricity – for me, these

are the things I'm always fighting for. I think my colleagues will add something to those I listed above".

PU2 – SM2, "Hmmm!! every year researchers come to ask questions, yet we do not see any improvement. As indicated by the Head librarian, I think strategies like car loans, attractive pay, praises, appreciation, recognition, medical allowance, job rotation, and promotion can motivate staff to improve upon their performance".

PU3 – SM3: ... "If I had my way, I will suggest free housing policy for staff, allowances, immediate promotion when due, pay/salary/wages, provision of a conducive working environment, staff development – (job training), rewards, medical care and paying of children's school fees, these are some of the strategies that can influence library staff to perform better in their various sections".

PU4 – SM 4 ... "In my opinion, I will say that management should do something about overtime allowances – they should increase it small for us, currently, it is woefully inadequate, considering the prevailing economic challenges in this era of "COVID19", prices of commodities have gone up".

PU 5 – ... "As already indicated by colleagues, things are really tough so management should sit up and do something about the general condition of our service; they should look at allowance for rent, child education as well as medical allowances for all staff, no matter your status or level". Similarly, the senior staff was also requested to indicate the types of strategies to be used to improve their general working conditions; the responses are displayed below.

PU1 –SS1: "As for me the best motivational factor that can influence me is money, before any other incentive – so the key focus should be on the money, then followed by free medical care for all categories of staff, rent allowance as well as fringe benefits – the rest are staff training and development, job enlargement, reward packages, job enrichment good working conditions, prompt payment of monthly salaries. There should be equity in terms of overtime, bonuses, and other benefits."

PU2 –SS2: ... "We all need money for our social and basic activities; however, in my view, the best strategies that can influence staff more comprise, attractive salary, study leave with pay, recognition, appreciation, rewards, staff training, job design, promotion, allowances for child education, serene working environment, regular promotion, and medical allowance".

PU3 – SS3: "In my view, I will recommend strategies like, good salaries, free accommodation for staff, loans, welfare facilities, job design, bonuses, job enrichment, reward, sound working environment, regular promotion, flexible working hours, provision of human capacity development, job security and staff involvement in decision making – I believe these are the conditions that can influence staff performance and productivity so long as customer care in the library is paramount".

PU4 – SS4: "My colleagues have mentioned a lot of the strategies that can influence our performance in the library, I do not want to repeat what they have said so far – however, I will add an allowance for car loan and maintenance across board irrespective of our academic qualifications".

PU5 – SS5 ... "Hmmm!! I will add staff training and development, job enlargement, reward packages, job enrichment good working conditions, prompt payment of monthly salaries. There

should be equity in terms of overtime, bonuses, and other benefits, else people will be demotivated when they see inequality in other fringe benefits.”

DISCUSSION

The findings of the study is discussed according to the research objectives that guided the study.

Availability of motivational packages for library staff

Findings on the availability of motivational packages for library staff revealed that the majority of both senior members and senior staff in the libraries admitted that there are motivational packages for all staff. This confirms the study of Amune (2013 b), which established that there were motivational packages for both professional and non - professional library staff at Ambrose Alli University that predict the satisfaction of library staff. This finding of the study contradicts that of Afful-Broni (2012), which indicated that though there are motivational schemes available for library staff at the University of Mines and Technology (UMaT), Tarkwa – these schemes are not equitably enjoyed by all categories of staff. The staff also lamented on lack of periodic increment of salaries as well as career advancement opportunities for all categories of staff. The result of this study again disagreed with Opoku (2009), whose study concluded that the low level of performance of subordinate library staff could be accredited to frustrations due to unavailable incentives such as awards or prizes and praises to inspire the staff to improve their performance.

Available incentives that motivate library staff

The findings on available incentives for library staff indicated that the majority of the respondents acknowledged that there are incentives for those who do overtime; although, most of the senior staff lamented on the inadequacy of the overtime incentives. This also corroborates the findings of the study by Owolabi et al. (2013), that all the 45 librarians representing 100 percent confirmed that they are beneficiaries of monetary incentives, while 36(44.4%) are beneficiaries of non-monetary incentives. The results are also in line with Quratul-Ain (2012), whose study revealed factors that boost employee motivation at the workplace as pay, incentives, participative decision making, satisfying work relationship, recognition, fringe benefit, special allowances and many others – however, this finding deviates from the study of Agarwal (2010), which concluded that money or cash remains the vital stimulating component for employees, in that, it leads them to put in more effort to work for the organisation than any other incentive.

Influence of motivation on library staff performance.

From the findings, both senior members and senior staff affirmed that there are incentives that influence their performance. The result did not corroborate the findings of a study conducted by Siamuzwe (2012), which indicated factors that de-motivate librarians as “poor working conditions, poor physical working conditions, poor remunerations, unfair staff training policies, accommodation problems, lack of promotion prospects, and poor funding to the libraries”. The findings confirmed the study of Lamptey et al. (2013), that out of 59 respondents, 28 (47.5%) admitted that their level of motivation influenced their performance positively – however, in the same study 14 (23.7%) revealed that their motivational level influences their performance negatively, whereas 28.8%

remained neutral. The results again support a study by Bamgbose and Ladipo (2017), whose study established that job security, wages and salary influenced staff performance.

Level of satisfaction with motivational packages

The researchers again sought the views of the respondents on their level of satisfaction with incentives. There are overwhelming findings on library staff satisfaction with incentives, which indicated that a significant number of the respondents are not satisfied with the library services. These findings are not in line with Akinyemi and Ifijeh (2013) that library staff were satisfied and contented with their general job satisfaction in the library; however, agreed with Baro et al. (2013) that cataloguers in Nigerian university libraries were dissatisfied with roles and responsibilities, working environment, rewards (salaries/ benefits), as well as professional development. The result is also in consonance with Ikonne and Onuoha (2015) that librarians were dissatisfied with salary and fringe benefits, working conditions, and avenues for carrying out research activities.

Strategies to improve the condition of library staff

The researchers sought the views of the respondents on strategies to improve the condition of library staff. It emerged from the findings that the majority of the respondents indicated car loans, attractive pay, praises, appreciation, recognition, medical allowance, allowance for rent, child education, staff training and development, reward packages, job enrichment, good working conditions, prompt payment of monthly salaries, bonuses and many other benefits. This result also, is in agreement with Oyegunle (2013), who identified some strategies to improve library staff conditions as; rewards /recognition, attractive salary and benefits, provision of modern equipment/ technology, (e.g. OPAC to locate books instead of the card catalogue), job training, favourable work environment, and promotion when staff is due. The finding is not in line with Lamptey, Boateng, and Antwi (2013) whose study indicated that librarians enjoy housing benefits and medical expenses refund, though they were not easy to get due to bureaucracy and frustrations in the system. The result again buttressed that of Aworemi, Abdul-Azeez, and Durowoju, (2011), which indicated favourable working conditions, attractive salary, timely promotions when due, enrichment in the job, monetary and non-monetary compensation as some key strategies to retain employees in an organisation.

Implication to Research and Practice

The outcome of the study contributes to existing literature on motivation of staff of academic libraries of Ghana and beyond. This study outcome is a ground breaking result for the librarianship profession and information science studies especially in the technical universities and private universities libraries of Ghana and beyond. Though, there has been several studies of motivation, the choice of the qualitative approach is a mark of scholarship and deviation from the usual norm. The novelty of the study is the originality of information that were collected from the participants. The qualitative approach as a against the quantitative brought to light the feelings, perceptions, opinions, views, ideas, myths and philosophies of the respondents base on the topical issues. This is because the reality of motivational issues among library staff were strongly hit on the spot. The study serves as a benchmark for the management and authorities of the academic libraries to tailored their motivational needs to the situation on the grounds.

CONCLUSION AND RECOMMENDATIONS

The study examined motivation as a catalyst for library staff performance in public university libraries in Ghana. Conclusions are drawn based on the findings that there are motivational packages in the form of study leave with pay for all categories of staff in the library. It was found that there are incentives for staff who do overtime work; however, there was a general indication that such an incentive is inadequate. Based on the findings they all admitted motivation has influenced their performance since they have a conducive working environment, cordial relationship with their superiors, and also assured of their job security. Interesting findings emerged from the level of satisfaction among the staff – while others expressed their satisfaction with the incentives and the kind of motivation they received, others also expressed otherwise. On strategies to improve the general condition of library staff, both senior members and senior staff indicated similar incentives and packages such as good working conditions, staff welfare, free medical care, and free accommodation for staff, allowances for child education, and many others.

Based on the findings of this study, the following recommendations are made:

- i. Management should increase the overtime allowances, to ensure that these allowances and other incentives of library staff are paid on time; this will go a long way to improve the performance of library staff and also inspire them to do better than before.
- ii. Management should improve both monetary and none – monetary incentives to boost the morale of senior members and senior staff in the library.
- iii. There should also be equity in salaries, incentives, and other benefits to be commensurate with a staff level of qualification to avoid bitterness among staff and their supervisors in the library.
- iv. It emerged from the findings that most of the staff are not influenced by present incentives in the library, which do not augur well for performance – in line with this, management should act as a matter of urgency to put measures in place for staff development, since negative influence can retard staff performance in the library.
- v. It is also recommended that management should identify the potentials of individual library staff before assigning them to take a specific responsibility, this will help the management to know the staff who deserve to be motivated; and the kind of strategy to be applied to influence their performance.
- vi. Finally, attention should be paid to all the strategies pointed out by all the staff concerning their general condition, and addressed as soon as possible.

Future Research

The researchers recommends and suggest a comparative research of academic libraries in Ghana and beyond in order to address if any the similarities and differences in the motivational packages available in academic libraries and the extent of influencing library staff performance.

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