
Motivation Indices and Staff Productivity in the University of Calabar Library

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Abstract

The research is aimed at examining the relationship between motivation indices and staff productivity in the University of Calabar library. The survey research design was adopted for the study. The population of this study was made up of 190 non – teaching staff (junior and senior) in the University of Calabar library. A total of 100 staff constituted the sample size for the study. The accidental sampling technique was used to select the sample. The instrument titled “Motivation Indices and Staff Productivity in University Library Questionnaire (MISPULO)” was used for data collection. A total of 100 copies of the questionnaire were distributed to the respondent. Out of this number, only 94 copies were returned. Data collected were analysed using chi-square (X^2) statistics. The result of the analysis indicated that when staff are highly motivated their service delivery is high but when this is poor their service delivery declines considerably. Based on this, recommendations were made to the effect that Heads of library establishment should be conscious to identify motivational techniques that could propelled their staff to give in their best for improved library services to users.

Key words: Motivation, Indices, Staff, Productivity, University, Library.

INTRODUCTION

The success of any organization does not only revolve round knowledge of a huge financial background, but also on the man to utilise the potentials of the employees within the organisation (Ojing, 2002). The manager can do this only when he has acquired excellent knowledge of the principles of motivation. The more managers understand what motivates their workers and carefully assess a reward structure and look upon it from a contingency point of view and integrate it to the entire system of management, the more effective a motivational programme will be, people will respond to their personality, their perceptions and expectations of rewards and task as well as meeting their organizational goals.

The management of human resources has long been recognised as a sine-qua-non for achieving corporate objectives. This is based on the fact that when a group of employees are observed on the job, one may notice disparities in their performances. Some people do excellent jobs while others are marginal in their output. In addition, some people report early for work, put in their best and in fact stay late, others are always taking a break and not available in office when needed. The obvious task before a manager therefore, is to get people who can perform above average capacities. This task can only be achieved through the consistent manipulation of various motivational techniques.

Productivity on the other hand, is extremely essential for the success of an organisation like the University of Calabar library. Such productivity greatly depends on the knowledge and skills possessed by the individual employees, and are important in determining the job productivity. An understanding of what motivates an individual is needed to reveal how abilities and skills are activated and their potentials released. According to Lidston (1992), motivation concerns the understanding of each individual worker’s internal

needs and emotion and then providing inducements which will result in workers wanting to employ their full abilities in their work. By inferring from the human point of view of imperfection, the managers therefore should not expect perfection in the performance and behaviour of subordinate, since no worker is perfect but must perform at full, adequate and satisfactory level, where good working conditions are provided. This then makes the work of managers a very difficult one as the needs of individuals vary with intensity and overtime, inconsistent with various individuals. Hence, human motives are based on these needs whether consciously or subconsciously felt. It becomes obvious and imperative that managers must be well aware of the various factors that motivate workers. Thus, this research examines the various staff motivational programmes of the University of Calabar library and their productivity in service delivery.

Objectives of the study

The objectives of the study are

1. To determine the relationship that exists between condition of service and staff performance.
2. To determine how participation in decision making influences staff morale and commitment to work.
3. To determine the relationship that exists between teamwork and staff productivity.

LITERATURE REVIEW

The main idea of the motivation theory is that if material rewards are closely related to work efforts, the performance of the worker physically capable of increasing the productivity in organizations. Taylor in Ushie (2004) observed that from his experience as a factory worker there are certain scientific laws or principles, which if followed, will yield maximum returns to both the worker and the employer. Ushie (2002) affirmed that where there is a strong positive motivation, the employee's output and morale increases; but where it is negative motivation, his performance level is low.

Mcbeath in Ojing (2002) posited that beyond that basic reward of salary and benefit, the employee seeks for job satisfaction and credit for achievements. He also concerns himself with opportunity for job expansion in parallel with growth in his work capacity. There may be motivation in the form of desire for power, a need for intellectual challenge to maintain job satisfaction, or a combination of general factors. A man of high integrity and high expectation is unlikely to accept any work situation which he may not be satisfactory. His interest and loyalty will be held only by prospect of advancement, whether his post is at the top or lower levels of the organisation will make little or no difference to his output.

Herzberg in Abba, Anazodo and Okoye (2004) found that people who are happy with their work find their satisfaction directly related to the job content. He differentiates between job content and job context. He refers to job content as factors which bring about job satisfaction. He called these 'job satisfiers' or motivators. While, job context which he regards as 'hygiene factors' he refers to as factors which do not necessarily bring about job satisfaction. The list of motivators as identified by the author includes the nature of job itself, responsibility attached to the job, the level of achievement, recognition accorded, advancement and growth. On the other hand the list of hygiene factors includes such elements as organisation policy, supervisor and salary.

Vroom in Ushie (2002) emphasised individual differences using two concepts of 'valency' and expectancy to explain. The author referred to valency as the worker's value and expectancy as the worker's assessment of the probability of attaining his desired goal. For instance, if an employee highly value money (valency) and feels that his increased performance will yield additional income (expectancy), he will probably work harder. If he

values promotion efforts, he will be promoted (expectancy), he will probably not be motivated to produce more. This individual's valency and expectancy can determine his motivational rate.

Financial reward has direct benefit which reinforces the action of a worker positively, and plays a vital role in the determination of an employee's job morale and satisfaction (Weihrich and Cannice, 2010). This also buttresses the fact that employee's salary level and their satisfaction with the job are significantly and positively related. In other words, workers with lower salary levels would be less satisfied with their pay; their morale would decline and consequently would be more prone to instability.

It is generally argued that there is a real distribution between statement of employee satisfaction and the kind of motivation which expresses itself in high productivity. Ali, Brookson, Bruce, Eaton Heller, Johnson, Langdon and Sleight (2001) noted that motivation is a relative state on a continuum from low to high, and that is not usually content to measure a given level of motivation but will wish to cause it to increase. This is to say the individuals whose needs are well met will be motivated to improve their performance and vice versa.

Wright and Noe (1996) maintained that monetary incentive system has become the most preferred of all the methods, of setting up a work situation that encourages workers to work hard towards the achievement of organisational goals. It is obvious to note that in Nigerian context, monetary incentive is a very good motivator in any establishment. This is due to the low payment received by an average Nigerian worker, which cannot meet up with the employee's psychological needs. It is as a result of this that workers in various organisations clamour for monetary incentives for the enhancement of job performance.

McClelland in Ikpe (2001) argues that it is the need for achievement that motivates workers and not necessarily monetary incentives. He stressed that a worker would be moved to high productivity because he would want to be seen as an achiever and not as money searcher. In this regard, monetary incentive should be less important to a worker with interest of being an achiever in an organisation.

Onasanya in Ojing (2002) asserts that job design and restructuring are used to aid motivation and satisfaction of workers in the organisation. The author explain further that the socio-technical concept of job design means there should be an interrelationship between the technological and social organizations to achieve results. The concept of socio-technical and other theories of job design have introduced three main groups of job requirements namely;

- (a) Requirements that the job be designed so that the job holder can have some autonomy and can regulate and control the work.
- (b) The job must encourage the job holder to develop and grow and be able to set his standard as to the quality and quantity of performance as well as getting the feedback.
- (c) Requirement that the job should provide a variety of tasks thereby removing monotony and boredom.

However, all the authorities in the literature reviewed above point to one thing, and that is, apart from the monetary and non-monetary incentives, there are certain intrinsic and extrinsic quantities of individuals which surface in he cause of performing their jobs. Those who make up the organisation must be motivated in order to enhance productivity.

Research questions

The following questions guided the research:

1. What relationship exists between condition of service and staff performance?
2. How does participation in decision-making influence staff morale and commitment to work?
3. What relationship exists between team work ad staff productivity.

Hypotheses

1. There is no significant relationship between condition of service and staff performance.
2. Participation in decision making does not influence staff morale and commitment to work.
3. There is no significant relationship between teamwork and staff productivity.

METHODOLOGY

The survey research design was adopted for the study. This method is more realistic because it permits the collection of data from large and small populations for the accurate description of variables involved. The design ascertains the relationship between staff motivation and staff productivity in the University of Calabar Library.

The population of this study was made up of 190 non-teaching staff (both senior and junior) working in the University of Calabar library. A total of 100 non-teaching staff (senior and junior) constituted the sample for the study. The accidental sampling technique was used to select the sample. This approach is considered appropriate since not every staff could be in the office at the time the researcher would visit their respective departments in the library.

The instrument used for this study was a structured questionnaire titled "Motivation Indices and Staff Productivity in University of Calabar Library Questionnaire (MISPULQ)". The questionnaire was designed to measure the variables that affect staff motivation and staff productivity in the University of Calabar library and how best they could be encouraged to perform their duties effectively.

Data collection

The instrument of the study was administered by the researcher through the Unit Heads of the various departments of the library. Thereafter, the completed copies of the questionnaire were returned to the researcher through the Unit Heads for data analysis.

Data analysis

100 copies of the questionnaire were distributed to non-teaching staff of the University library. Out of this number, 94 were returned and the analysis was based on the 94 copies of the questionnaire, using simple percentage calculations as indicated in Table 1.

RESULTS AND DISCUSSION**Table 1****Percentage distribution of respondents by category of staff**

Category of staff	Frequency	Percentage
Junior	20	21.30
Senior	74	78.70
Total	94	100

In Table 1, it is shown that junior staff were 20 and senior staff were 74. This represents 21.30% and 78.70% respectively.

Testing of hypotheses

Hypotheses for this study were tested using the chi-square (X^2) statistics at 0.05 level of significance. This was employed to determine if there were any relationship that exists between the two variables of motivation and productivity. Three hypotheses were formulated for the study.

Hypothesis one

There is no significant relationship between condition of service and staff performance.

Table 2

Chi-square distribution of respondents on better condition of service and University of Calabar library non-teaching staff performance.

Responses	Fo	Fe	Fo – Fe	Fo – Fe ²	$\frac{Fo - Fe^2}{Fe}$
Yes	77	47	30	900	19.15
No	17	47	-30	900	19.15
Total	94	94			38.30

Chi-square (x^2)

From Table 2, the calculated value is 38.30. This was seen to be greater than the critical value of 5.99 at 0.05 level of significance with 2 degrees of freedom. On the basis of this, the null hypothesis was rejected. This means that there is a significant relationship between condition of service and University of Calabar library non-teaching staff performance.

Hypothesis two

Participation in decision making does not influence staff morale and commitment to work.

Table 3

Responses	Fo	Fe	Fo – Fe	Fo – Fe ²	$\frac{Fo - Fe^2}{Fe}$
Yes	68	47	21	441	9.4
No	26	47	-21	441	9.4
Total	94	94			18.8

Chi-square (x^2)

In Table 3, the calculated value is 18.8. This was greater than the critical value of 5.99 at 0.05 level of significance with 2 degrees of freedom. Based on this the null hypothesis is rejected. This means that University of Calabar library non-teaching staff participation in decision making influence their morale and commitment to work.

Hypothesis three

There is no significant relationship between teamwork and staff productivity.

Table 4

Chi-square distribution of respondents on teamwork and staff productivity

Responses	Fo	Fe	Fo – Fe	Fo – Fe ²	$\frac{Fo - Fe^2}{Fe}$
Yes	61	47	14	196	4.20
No	33	47	-14	196	4.20
Total	94	94			8.40

Chi-square (x^2)

Table 4 shows that the calculated value is 8.40 which is greater than the critical value of 5.99 at 0.05 level of significance with 2 degrees of freedom. We therefore reject the null hypothesis. This means that teamwork in University of Calabar library enhances staff productivity.

Discussion of results

The objective of this research was to find out the role of motivation in ensuring high productivity in University of Calabar library. The research made some significant discovery in the course of the study. From the data analysed, it was discovered that staff tend to put in more effort to work when the working condition is favourable. This is affirmed by the result of the analysis of hypothesis 1 which states that there is a significant relationship between condition of service and staff performance.

The data analysis further revealed that staff are highly motivated to work when they are involved in the decision making process of the library. This is because it will provide them with the opportunity to press home their demands and other issues affecting them. The study discovered that the level of staff participation in the decision making would ginger their morale and commitment to work as buttress in hypothesis 2.

Teamwork is an important motivational factor used in an organisation to enhance staff productivity. Where staff are left alone to work, there is the tendency of such staff not to work harder in their duty post, and there is the likelihood that productivity will begin to fall. This lends credence to the result of the analysis of hypothesis 3, which states that teamwork enhances staff productivity.

CONCLUSION/RECOMMENDATIONS

Ojing (2002) earlier established that the success of any organisation does not only revolve round knowledge of a sound financial base but also on the management ability to optimally utilise the great potentials of the staff within the organisation. A general improvement of conditions of service enhances staff performance. Heads of library establishment should be conscious to identify motivational techniques that ginger their staff to put in their best for improve library services. For any organisation to enjoy high productivity the management should always strive to satisfy the needs of their staff. This will also help to curb industrial unrest.

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