



Impact of staff motivation on job productivity of paraprofessional staff in university libraries in, Bayelsa state, Nigeria

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ABSTRACT

This study investigated the impact of staff motivation on job productivity of paraprofessional's staff in university libraries in Bayelsa state, Nigeria. Descriptive survey research design was adopted for the study. The study covered all the public university libraries in Bayelsa state. The population of the study consists of 60 paraprofessional's staff from all the public university libraries in Bayelsa state, Nigeria. Three research questions were used to guide the study. The data was collected using structured questionnaire and data obtained were analyzed using frequency counts and standard deviation. The instrument was validated and the reliability coefficient of 0.87 was obtained using Cronbach alpha. The study established that the para-professional staff would put in their best only when salary is regular and when tools and equipment are adequate, also when their career growth, opportunity and development are giving adequate priority. The finding also revealed that the major challenges militating against motivation of para-professional staff in university libraries in Bayelsa are inadequate access to workshop, conference and other forms of trainings, Irregular promotion and adequate allowances. Based on these findings, it is therefore recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity. Slashing of salaries and allowances under whatever guise should be discontinued because of its anti-productive tendencies.

Keywords: Motivation, Job productivity, Para-professionals, Libraries, Universities, Staff

INTRODUCTION

Attainment of high productivity is of primary concern to management of most organisations including academic libraries (Adeyemo DA, 2000). In a way, no organisation can survive without the full support and contribution of the employees. It is therefore, established that attainment of high productivity would be a mirage if high priority is not accorded to the welfare of the work-force. It's imperative for management of all organisations including academic libraries to tactfully study their workers study the work environment; identify what would enhance the job morale of the workers at a particular time giving them exactly what could motivate them so as to (receive in return) enjoy high productivity in form of efficient service delivery from the work-force. Productivity is of fundamental importance to the individual at work and to the organisation. High productivity is significant for the upliftment of the welfare of the citizens (Adio G et al. 2015).

Even libraries that are traditionally regarded as non-profit and service-oriented organisations also have concerns for productivity. Parent institutions of academic libraries are calling constantly on librarians to give account of their stewardship. Library management are expected to still manage judiciously resources at their disposal. Through administrative ingenuity, they are expected to bring out the best from the workforce in the ever competing global information market (Akinyele ST, 2007). Similarly, motivating the employees should be the goal of every organization and the administrators must direct their energies to attain this target. Though the influence of job motivation on workers' productivity could be enormous. However, when a worker is properly motivated, he is likely be committed and be willing to give his loyalty, attention and talent to his job and for the betterment of his organisation. Motivated employees would in all probability be more productive than the ones that are not

3	The library management is interested in the feeling and welfare of paraprofessional staff	5 (10.4%)	0.7 (14.5%)	16 (33.3%)	10 (41.6%)
4	Staff are provided with the right and adequate tools and resources for the job	22 (45.8%)	14 (29.0%)	0.8 (16.6%)	0.4 (8.3%)
5	Staff are encouraged and rewarded for good job performance through appraisal	0.4 (8.3%)	10 (20.8%)	14 (29.0%)	20 (41.6%)
6	There are career growth and opportunity for me with the library	19 (39.5%)	14 (29.0%)	11 (22.9%)	0.4 (8.3%)
7	There is regular feedback from my immediate supervisor on my job productivity	5 (10.4%)	0.9 (18.7%)	16 (33.3%)	18 (37.5%)
8	The volume of work is greater whenever there is an upward review in salary	5 (10.4%)	3 (0.6.2%)	10 (20.8%)	30 (62.5%)
9	A fair housing and health scheme would encourage me to be more dedicated to duties	18 (37.5%)	17 (35.4%)	0.8 (16.6%)	5 (10.4%)
10	An assurance of a car loan will boost my commitment to work	19 (39.5%)	15 (31.2%)	0.6 (12.5%)	0.8 (16.6%)
11	The job I perform has negative effect on my health	10 (20.8%)	0.9 (18.7%)	12 (25.0%)	17 (35.4%)

The Table 3 above showed the distribution of influence of staff motivation on job activities of para-professional library staff. The study revealed some of these motivational factors as indicated in the study which include the desire to put in the best when salary is regular, Library management are interested in the feeling and welfare of para-professionals, the carrier growth and

opportunity for me with the library, staff are encouraged and rewarded for good job performance and through appraisal and so on. In all, the majority of the respondents agreed that the desired to put in the best when salary are regular is their highest motivating factor with 40 (83.2%) against 8 (16.6%) and closely followed is when the staff are provided with adequate tools and

resources for the job with 36 (74.8%) against 12 (74.9%). This might be possible because regular salary and adequate tools for the job are known to be good motivating factors. Amazingly, the study revealed that para-professional staff are not encouraged and rewarded for good job performance through appraisal. This was showed in the analysis where respondents agreed with 14 (29.1%) against 34 (70.0%).

Research Question II

- What is the extent of motivational factors to the job productivity of paraprofessional staff in university libraries?

The Table 4 below showed the job productivity of paraprofessional staff in university libraries in Bayelsa State. The study revealed some of these job activities performed by the paraprofessional staff in the selected university libraries as indicated which include displaying

of newspaper on newspaper track, user’s registration, library statistics, indexing and abstracting, provision of current awareness services, and provision of reference services and so on. In all the majority of the respondents performed very high in providing library statistic and organization, shelving and shelve readings with 35 (72.8%) and 36 (74.9%) respectively. This might be possible because these activities are the major works and primary duties of para-professionals’ staff in the library. The study equally revealed that the respondents performed very low in reference services and current awareness services with 18 (7.4%) and 16 (33.3%). This might be possible because these services are sensitive services that deal with the image of libraries and most library managers might prefer professionals to handle them RQ₃ (Shahzad K, et al. 2010).

Table 4: Extent of motivational factors on the productivity of para-professional staff job.

S/N	Extent of motivational factors on the productivity of paraprofessional staff job	Very High (VH)	High (H)	Low (L)	Very Low (VL)
1	Registration of users (manual and electronic format)	15 (31.2%)	20 (41.6%)	0.5 (10.4%)	0.8 (16.6%)
2	Provision of quick access to library data bases/e-resources	20 (41.6%)	10 (20.8%)	10 (20.8%)	0.8 (16.6%)
3	Keeping of library statistics	20 (41.6%)	15 (31.2%)	0.7 (14.5%)	0.6 (12.5%)
4	Provision of answers to user’s reference queries	0.8 (16.6%)	10 (20.8%)	12 (25.0%)	18 (37.5%)
5	Organizing, shelving and shelf reading of consulted books	23 (47.9%)	13 (27.0%)	0.7 (14.5%)	0.5 (10.4%)
6	Charging in and charging out of books	19 (39.5%)	16 (33.3%)	0.8 (16.6%)	0.5 (10.4%)
7	Taking delivery of books acquired and providing accession numbers to the new books acquired	0.9 (18.7%)	4 (8.3%)	18 (37.5%)	17 (35.4%)

8	Library orientation and information literacy services	14(29.0%)	13 (27.0%)	10 (20.8%)	11 (22.9%)
9	Provision of Current Awareness Services (CAS)	10 (20.8%)	0.6 (12.5%)	15 (31.2%)	17 (35.4%)
10	Provision of Indexing and abstracting services	0.7 (14.5%)	0.5 (10.4%)	16 (33.3%)	20 (41.6%)
11	Compilation of reference reading list and bibliographies	0.7 (14.5%)	11 (22.9%)	12 (25.0%)	19 (39.5%)
12	Pasting of book pocket, borrowing date slips and other pre-cataloging activities	11 (22.9%)	10 (20.8%)	12 (25.0%)	15 (31.2%)
13	Displaying of newspaper on newspaper rack	15 (31.2%)	18 (37.5%)	10 (20.8%)	0.5 (10.4%)

- What are the challenges associated with para-professional staff motivation in university libraries in Bayelsa state?

The Table 5 below shows the distribution and response rate on the challenges associated with motivation of para-professional staff in university libraries in Bayelsa state. Majority of the respondents agreed that the major challenges associated with the motivation of para-professional staff in university libraries was the inadequate access to workshop, conference and other forms of training with 36 (74.9%) against 12 (24.8%).

Closely followed was the poor working tools and equipment with 33 (66.6%) agreed against 15 (31.2%). The only challenge that the majority of the respondent disagreed with was having excess work load. The majority believed that excess workload was not a challenging factor that could hinder their motivation. The respondents answered in the affirmative with 13 (30.0%) against 35 (72.8%) (Ugah AD, et al. 2008).

Table 5: Challenges associated with motivation of para-professional staff.

S/N	Challenges associated with motivation of para-professional staff	SA	A	D	SD
1	Lack of proper programmer on staff training	16 (33.3%)	15	10 (20.8%)	7 (14.5%)
2	Poor working tools and equipment	17 (35.4%)	16 (31.2%)	6 (12.5%)	9 (18.7%)
3	Inadequate access to	20 (41.6%)	16 (33.3%)	5 (10.4%)	7 (14.4%)

	workshop, conference and other forms of training				
4	Slashing or outright removal of allowances	8 (16.6%)	10 (20.8%)	13 (27%)	17 (35.4%)
5	Excessive deduction on salary and high taxation	17 (35.4%)	14 (29.1%)	10 (20.8%)	7 (14.5%)
6	Excess work load	7 (17.5%)	6 (12.5%)	15 (31.2%)	20 (41.6%)
7	Irregular promotion and allowances	18 (37.5%)	12 (25%)	10 (20.8%)	8 (16.6%)

DISCUSSION

Motivational Level of Para-Professional Staff in University Libraries

The analysis revealed so many motivational factors or parameters that are capable of encouraging para-professional staff in the library. They include regular feedback from immediate supervisor, the volume of works is greater whenever there is an upwards review of salary and so on, desire to put in their best when salaries are regular, when staff are provided with the right and adequate tools and resources for the job, when staff are encouraged and rewarded for good job performance through appraisal, also career growth and opportunity for the staff in the library. The finding showed that the majority of the respondents agreed that the desired to put in the best was when their salary is regular. Closely followed was when the paraprofessional staffs are provided with adequate tools and resources for the job. Also followed are the assurance of career growth and opportunity with library. This finding is aligned with study where he assessed the impact of motivation on job performance of para-professional staff in tertiary institution libraries in Kaduna State. The study adopted survey method while structured questionnaire and structured interview questions were used to collect data for the study. The findings of the study revealed that the main strategies used for motivating para-professional library personnel were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. Also, the findings of the study revealed that there was a significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of para-professional library personnel in tertiary institution libraries in Kaduna State (Saka KA et al. 2014).

Influence of Motivation Parameters/Factors on Job Productivity of Para-professional Staff

The study revealed that there are so many job activities that are performed by the paraprofessional staff in the university libraries as indicated as thus: Displaying of newspaper on newspaper track, user’s registration, library statistics, indexing and abstracting, provision of current awareness services, provision of reference services, shelving and shelf reading, taking delivery of all books acquired, compilation of reference reading list; indexing and abstracting and so on. In all these the finding revealed that majority of the respondents performed very high in providing library statistic and organization, shelving and shelf reading. This might be possible because these activities are the major works and primary duties of para-professional staff in any libraries. The study equally revealed that the respondents performed very low in reference services and current awareness services. This might be possible because these services are sensitive services that deal with the image of libraries and most library managers might prefer professionals to handle them (Taiwo AS, 2009).

Challenges Associated with Effective Motivation of Para-Professional Staff in University Libraries

This study showed the distribution and response rate on the challenges associated with motivation of para-professional staff in university libraries in Bayelsa state. The study identified lack of proper programme on staff training, inadequate working tools and equipment, inadequate access to workshop, conferences and other training, slashing or outright removal of allowances, irregular promotion, excess work load, excessive or arbitrary deduction on salary. The finding revealed that majority of the respondents agreed that the major challenges associated with the motivation of para-professional staff in university libraries in Bayelsa state is

inadequate access to workshop, conference and other forms of training. Closely followed is the irregular promotion and allowances. Also followed is the inadequate working tools and equipment. This study is consistent where both affirmed that effective job motivation could not be achieved without adequate welfare packages for the workers. Welfare packages could be described as the monetary and non-material benefits that worker receive in addition to their salary. Welfare packages could include the following: job security; job safety; hazard allowance; scholarship; retirement benefits; refreshment medical allowances; research grants, etcetera (Yeboah PA et al. 2001).

CONCLUSION

There is no doubt that motivation has so many roles to play in enhancing the performance of workers in any organization. The study identified so many motivational factors that are capable of motivating para-professional staff in the university libraries in Bayelsa state. Among them is the regular feedback from immediate supervisor, an upwards review of salary, staff are encouraging and rewarded for good job performance through appraisal, career growth and development, when staff are provided with the right tools. The implication is that when employees are happy they tend to put in their best to achieve the organizational goals. Some job activities performed by paraprofessional as indicated in the study includes Registration of users (Manual and Electronic format), provision of quick access to library data bases/E-resources, keeping library statistics, provision of answers to user's reference queries, organizing, shelving and shelf reading of consulted books, charging in and out of books and many others (Yamoah EE, 2013).

The study equally identifies the following challenges as factors militating against motivation of para-professional staff in the university libraries. The challenges include lack of proper programme on staff training, inadequate working tools and equipment, inadequate access to workshop, conferences and other training, slashing or outright removal of allowances, irregular promotion, excess work load, excessive or arbitrary deduction on salary. To this end, it is therefore recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity.

RECOMMENDATIONS

In view of the findings of this study and conclusion the following recommendations are made:

- The Library managers in collaboration with the University management should ensure that paraprofessional staff are sponsored on staff development programmes, recognized for outstanding performances, compensated and promoted as at when due.

- The university management in conjunction with the library managers should do everything humanly possible to motivate their employees. It is only when the staff are properly motivated that they would be able to put their best into the library services in form of maximum productivity.
- The university management of the affected academic institutions should do everything possible to ensure that the staff of the various libraries under their domain receive enhanced salary package that are at par with what are obtainable in similar organisations. This is one of the surest means of retaining the best talents in the libraries.
- Slashing of salaries and allowances under whatever guise should be discontinued because of its anti-productive tendencies.

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