Effects of motivation on the performance of librarians at Rongo University Library.

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Abstract.

Scholars in management aver that the success of any organization is mostly pegged on the level of its staff motivation. In spite of this reality, many organizations spend much of their resources on other pursuits while ignoring the need to motivate its staff. This realty affects libraries just like affects other institutions and calls for efforts to lobby for more investment on motivation of librarians for the greater success of the institutions that they serve. It is with background that this study seeks to investigate factors affecting motivation of staff and their correlation to work performance of librarians at Rongo University. The objectives of the study were to investigate factors affecting librarians at in Rongo University, to assess the effect motivation on the performance of librarians at Rongo University and to propose a framework of motivating librarians at Rongo University. The study was based on qualitative research approach and guided by descriptive survey design. The study also adopted the census method whereby data was collected from all employees of the library using questionnaires. According to the findings, librarians at Rongo University felt that In conclusion, librarians at Rongo University generally fee that the employers has not provided them with most of the requirements for motivation. Further, they generally agreed that providing the requirements for motivation will make them perform better in their assignment. The study recommends that the employer should improve working conditions by improving the provision of lunch, tea, accommodation and office space; invest meore on professional development of librarians, reward academic excellence, base promotions on academic achievement and provide incentives for academic advancement; address all the promotional factors associated with remuneration and invest more on their employee motivation as a means of addressing its performance challenges.
Key words: motivation, librarians, organizations and performance.

Background Information.

According to Chaudhary and Sharma (2012) the term motivation can be equated to terms like needs, wants, and the desire of people. The authors further opine that staff motivation is the process by which employees are inspired by different factors to deliver more on the goals of the organization. According to Okumbe (2001) motivation deals with what makes human being

behaves in a certain ways. In line with the theory of organization humanism, staff motivation is important because it influences one's actions and behaviors towards the planned goals, determines the efforts that are applied on a particular situation by an individual. It is further argued that motivation energizes actions and behaviors towards attainment of identified goals. In this connection staff in libraries need to be motivated so that the libraries can attain their objectives and targets which include supporting the institutions curricular needs, providing for research needs of student and faculty, assists librarians and faculty in making decisions and intellectual thought Godfrey (2010).

Apart from aiding in the achievement of the library objectives, motivation also helps in boosting performance in productivity areas such as serving clients, performing technical duties in the library, reporting to work, attending meetings, being punctual at work, cooperating with co-workers and management in overcoming problems, having control over emotions and coming to work regularly. In the converse, where there is no motivation, there will be poor performance which is defined by behaviors such as lateness, leaving work early, lack of commitment, absenteeism, too much complaints, unwillingness to accept the delegated duties and having no control over ones emotions Michael (1998).

According to Chintallo& Mahadeo (2013) the success of any organizations is determined mostly by the level of staff motivation. As such, motivation is regarded as one of the key managerial functions.. and an important pillar of human resource management. Ahmad, (2012) argued that whereas, employees play a critical role in the overall performance of the organization, many managers spend much of their financial resources to gain customer loyalty while to a good extent ignoring employees motivational issues. In the world defined by stiff competition among organizations, the need for institutions to invest more in their employee motivation is but a necessity.

According to Ali, Abrar and Haider, (2012) organizations have put in place different strategies in an effort to motivate their employees including increasing participation of their subordinate in the affairs of the organization, designing their responsibilities in a better way, monitoring their performance and knowing employee's working capacity and assigning work according to their capacity to get maximum productivity. In terms of performance appraisal systems, staff performance is a composite of different factors including day by day performance, professional development, job knowledge, quality and quantity of output, leadership abilities, supervision,

dependency, cooperation, judgment, and versatility. According to Michael (1998) staff performance can also be viewed within the prisms of two bench marks – outcome goals and organizational goals. In terms of outcome goals, many organizations are striving to be top performers, while organizational goals relate to activities which sustain and ensure survival of the institution, that is, the effective and efficient realization of these goals that lead to quality services. At the heart of teaching are teachers whose performance is measured through students' success. This in itself is facilitated by different factors but majorly the motivation of teachers. A study by Adair (2009) concluded that motivation of teachers affects the performance of students directly. According to Conway *et al* (2005), where employees are not motivated, they will exhibit behaviors that are contrary to their expectations, that is, they will be demotivated. This will undermine their performance and that of the organization.

Generally, there is a global concern over motivation of library staff. According to Bamgbose and Ladipo (2017) motivation of factors such as job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees has very strong influence on the performance of librarians. The authors assert that employees in libraries employees in libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity. Akor (2010) avers that to achieve the desired university libraries goals and to understand much about varying performance levels of individual professional librarians, every university librarian must address the issue. Amos (2017) in his study of factors affecting motivation of academic librarians Nigeria, concluded that motivation indeed influences staff performance and further that there is there is a crisis of librarians motivation crisis in that country.

Problem Statement

In spite of different interventions that universities put in place to improve the performance of their staff, studies have continuously concluded that their staff are a demotivated lot. This raises concern about the efficacy of their motivational strategies. Studies have also pointed out that in spite of huge investment in library infrastructures in universities, lack of enthusiasm among library staff and poor customer service seem to be teething issues. In many cases it is noted that librarians are not a happy lot in their work places. This leads to poor services and neglect of some cardinal duties. These issues are essentially motivational issues just as much as they are performance issues. It is

in this respect that this study explore the factors associated with motivation and de-motivation amongst librarians at Rongo University library.

Aim of the study

The aim of this study is to investigate factors affecting the motivation of librarians in Rongo University.

Objectives of the study

The objectives are as follows:

i)   To determine motivational strategies applied in Rongo University in relation to the library staff.

ii)   To assess the effect motivation on the performance of librarians at Rongo university.

iii)   To propose a framework of motivating librarians at Rongo University.

Research questions

The study will be guided by the following research questions:

i.   What are the staff motivation strategies used in Rongo University?

ii.   What are the effects of staff motivation strategies on the performance of librarians at Rongo University Library?

iii.   What is the best staff motivation approach that Rongo University should adopt for its librarians?

LITERATURE REVIEW

Theoretical framework

According to Kothari (2004) research theories and models are formulated to explain, predict and understand a phenomenon. Based on this ground theoretical framework introduce and describes the theory which explains the research topic by outlining the relevant concepts together with their operationalization. Ultimately, it acts as the conceptual basis for understanding, analyzing and designing ways to investigate a research topic. Different theories have been postulated in the area of motivation including Maslow's hierarchy of need, Herzberg's Two-Factor Theory, McClelland's Achievement Inspiration Philosophy, and Alderfer's three party hierarchies of needs. This study will be guided by among these theories Herzberg's two-factor theory and Maslow's hierarchy of needs theory as explained below.

Herzberg's two factor theory

This theory was originated by Fredrick Herzberg to demonstrate that satisfaction and dissatisfaction at the work place arises from different factors. He explained that job satisfier's deal with the factors involved in doing the job, whereas the job dissatisfiers deal with the factors which define the job context. The theory argues that certain factors motivate ('motivators'), whereas others lead to dissatisfaction ('hygiene factors'). From research, Herzberg proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but this is only on a temporal basis. The hygiene needs were identified as policy, relationship with supervisors, work conditions, salary and status among other things. He argued that poor managers fail to understand that people are not 'motivated' by addressing 'hygiene' needs. Contrary to this, there are real motivators which were identified as achievement, recognition, works itself, responsibility and advancement.

According to Zameer, H. *et al* (2014) the theory gives two sets of needs: the need to avoid pain as animals and the need to grow psyche as human beings. The theory was proved through interviews which focused on when a person thinks well about a job and when a person thinks negative about a job. This research gave two sets of factors: *Satisfiers* also called intrinsic factors which relate to strong favors as job gratification acquirement, appreciation, restraint and improvement and *dissatisfiers* also called extrinsic factors are factors which cause dissatisfaction and include company policy, supervision, salary, administrative policies, and working conditions. Elimination of these factors brings peace and motivation for employees.

Abraham Maslow's hierarchy of needs

This is the most widely accepted theory of motivation. The theory was postulated by Abraham Maslow in 1970. According to the theory there are five universal needs that motivate employees to perform. These needs are psychological (basic) needs; safety needs; belonging needs; esteem needs and self-actualization needs. According to Anyim (2012) psychological needs (also referred to as basic or biological needs) include food, shelter, clothing, and education, comfortable work conditions, sleeping and breathing. Failure to fulfill these needs leads to psychological tensions but when they are fulfilled, the individual moves to the next level of needs – safety needs. Safety needs (those for shelter and protection) are those that provide people with freedom from anxiety. In this respect, employees need to be provided with job security, health security and promotion of their safety interest. This forms the basis of provision of safety and health plans and accident

covers. Security needs also cover issues such as freedom from fear of losing a job, property, food and shelter and extends to protection against any emotional harm.

Belonging needs or social needs relate to needs for love and care and are fulfilled by interaction with coworkers and colleagues. Organization ensures this by promoting team work by making people work in groups. On the other side, esteem needs refers to the need for self- respects and need for reputation, prestige, status, fame, glory, dominance and recognition. Zameer, H. *et al* (2014) avers that esteem needs are very difficult to satisfy because while managers are expected to treat their subordinates well, the subordinates are also expected to respect policies of the organization and also to respect each other. Self-actualization needs are on the highest end, and focuses on self-realization and self-development and covers matters such as morality, lack of prejudice and creativity.

The concept of motivation

According to Gupta (2004) motivation refers to internal impulses that trigger individuals to behave in certain ways within the context of an organization. The impulses imply factors of motivation while the manner of behavior lends itself to performance indicators within the framework of this study. This approach to define motivation is in line with the one adopted by the Society for Human Resource Management (SHRM) (2010) which defines motivation as the psychological force that determines the direction of a person's level of effort to realize specific goals. Dessler (2009) identified two categories of motivation – intrinsic and extrinsic. Extrinsic motivation is where people are motivated to perform to their best to deliver on the goals of the organization. It refers to the external actions by human being geared towards acquiring materials or social rewards or in some cases to avoid punishment. The factors here are external to the job and they include salary pay, work condition, fringe benefits, security and promotion. Conversely, intrinsic motivation refers to work behaviors that come with a person's internal aspirations such as desire for appreciation, career advancement or recognition from colleagues.

Motivation and performance of librarians

It has generally been noted that management of libraries are not scarcely pay attention to motivation of their workforce and this ends up undermining their performance. This situation is more serious university libraries as they fail to offer their employees conducive working environments to perform to their best. Additionally, because librarians rely on their jobs to sustain their livelihoods, their performance will automatically be in tandem with the level of benefits that

they derive from their work. In this line of thought, employers should not expect much from their employees when they give very little in return. This is a clarion call for university libraries to establish systems that ensure that the productivity of their employees is adequate to rewards that they get from the employers.

According to Dorine (2006) employee productivity has different perspectives including increased efforts to achieve high output, innovativeness in doing things, treating customers with respect and the profit levels in the organization. Programmes that enhance employee performance should consider improving the working environment as many employees derive a feeling of esteem and pleasure working with organizations that provide better working environments. The elements of this working condition include terms of employment (permanent or temporary), availability of working tools and equipment for performing specific jobs and enough working space. Ramsey (2005) advices that employers should invest in their human capital as a way of securing their greater productivity and performance. This investment may take the form of sharpening their skills and knowledge. On the other side, employers place premium on giving their employees superior rewards. Apart from this, the author further identifies other motivational factors as including employee training, remuneration and the working environment. Training helps to improve the knowledge and skills of workers in the performance of their duties. This has boosted better remuneration, allowance and fringe benefits enjoyed.

Motivation has been recognized as an essential means for performance improvement and therefore a major issue in the achievement of objectives of the organization. Even where the employer has provided all the requirements, success would be unattainable where staffs are not motivated. When motivated, librarians will be able to fulfill specified work goals. When librarians are well motivated they tend to avoid those negative behaviors such as absenteeism, reluctance in attending to users and failure to identify with the institutions where they work, will emerge. Motivated librarians ensure success of their institutions through devotion to their work and always looking for better ways to effectively deliver on their tasks.

According to Kizito (2004) training should be viewed as a means of preparing people for effective performance of their job activities. It prepares people to develop desirable knowledge, skills and attitudes needed in solving work related problems. Therefore any institution that hopes to excel in solving their performance related problems should invest in its human capital through training. Strategies like offering in-service training for staff is crucial for achieving academic goals.

Employees often fail to perform their duties well if they display inadequate professional skills demanded by the task. Therefore, organizations should provide not just the initial but also continuous training as a means of making their employee's more productive in their tasks (Ndege, 2004)

Working condition refers to the atmosphere at the work place. This atmosphere is defined by factors such as availability of working tools and equipments, presence of enough working space, leadership styles, innovation and creativity and a feeling of recognition (Olango, 2011). Failure to make these requirements available makes workers frustrated and makes the work place intolerable. A study by Gallan (2003) found out that when local government workers are not provided with adequate resources, they resorted to denying council workers revenue. When working environments are favorable, employees tend to be absorbed in their tasks (Sembere, 2004). Therefore, employers should make working environments attractive and enticing to workers this would lead to high performance in assigned tasks.

According to Okal (2008) promotion is another vital component of motivation. In the university environment, promotions are granted at certain intervals or competitively and it is appreciated that no employee will be happy to stay in one position for ever. It comes with different benefits including salary up grading, attaining a higher job group or being moved to a higher institutional administrative hierarchy. A study by Adagala (2011) reported that employees who obtained regular promotions are more motivated and record higher levels of performance than otherwise. Another study by Wagunda (2013) found out that failure to promote staff had led to inability to implement strategic plans and apathy in taking up assigned responsibilities in most learning institutions.

METHODOLOGY

The study used descriptive survey research design. This design was also informed by qualitative research approach. The population of the study comprised the 32 librarians employed at Rongo University library as library checkers (security), administrative staff, library assistants etc. Because of the limited number of target population, the study adopted census method as compared to sampling approach. According to Hand (1996) the main objective of the census is to provide information on the population and its characteristics. The questionnaires were generally based on Likert-scales and apart from collecting general demographic information they majorly concentrated on the objective and research question issues of the study. Data collected through the

questionnaires were coded and analyzed using excel programme and presented in terms of graphs and charts.

**FINDINGS AND DISCUSSION**

Biographical information:

Population of respondents

The researcher sent out 22 respondents and realized a return rate of 100%. This was possible because the researcher did aggressive follow-up on the respondents. The respondents fell in the following categories based on the designations.
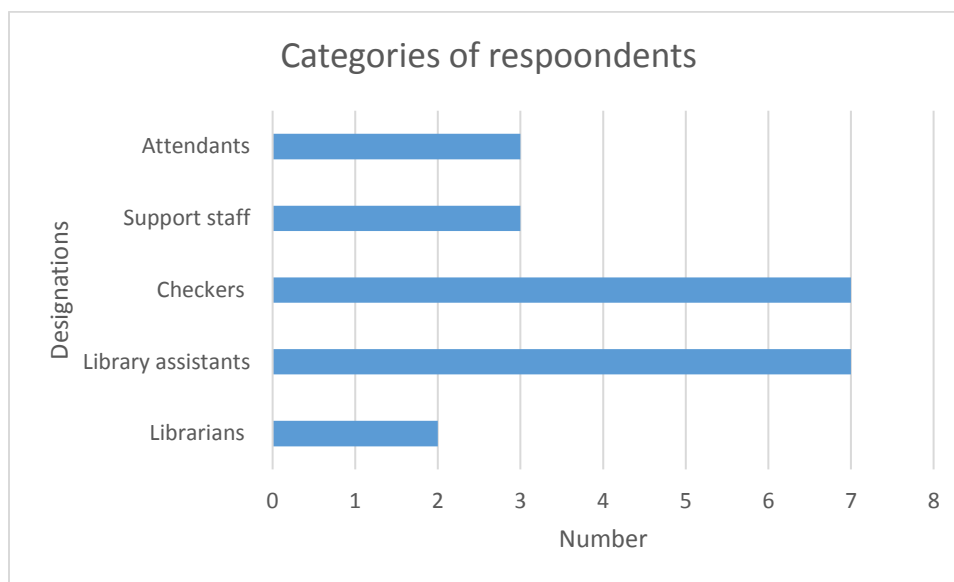

Respondent characteristics

The data collected indicated that there are more male librarians than female librarians in the library. In terms of age, many librarians are adults living past the youthful age of 35 years. Many of the librarians have also worked with the library for more than five years. This indicates that they are mature and experienced enough to understand motivational issues in the library and the entire university.

Experience, age and sex of respondents
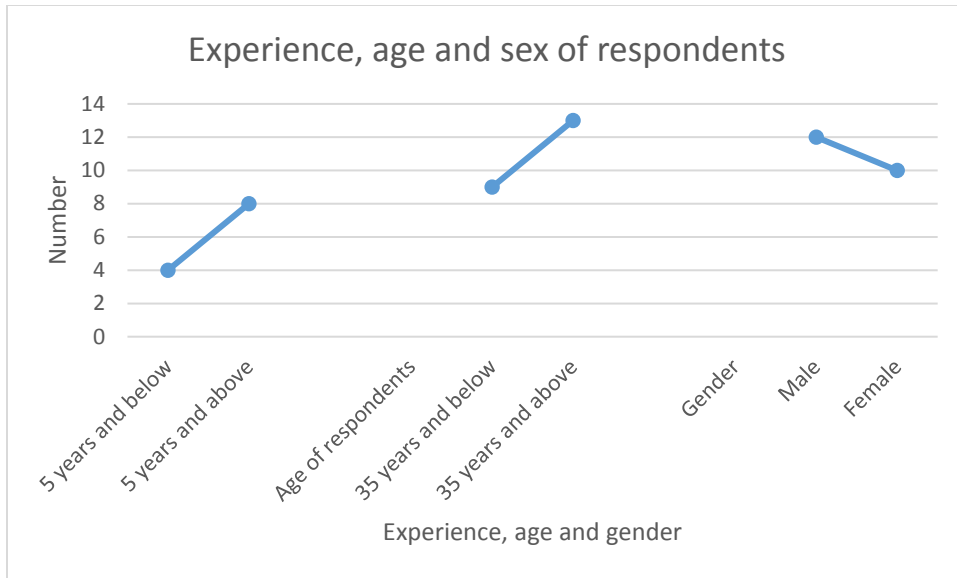
## Motivational Strategies

Working conditions

According to the different motivational theorists, organizations should create work environments which make people proud and enjoy what they do. Accordingly, this study sought to assess the extent to which the employees felt comfortable with their working conditions in terms of provision of lunch and tea, working resources, accommodation and office space. The findings in this regard were as follows:

Working conditions
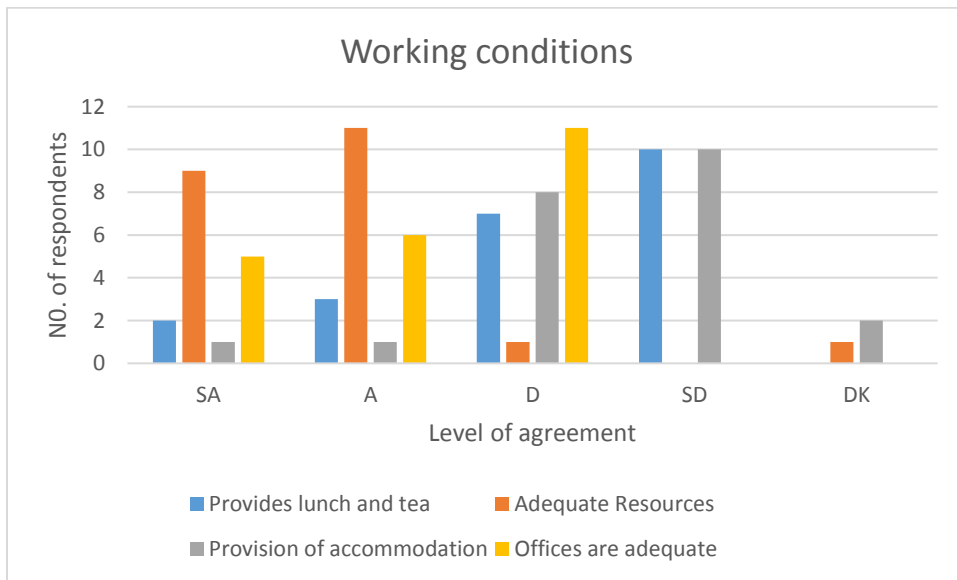
According to the findings above, many librarians agree that they are adequately provided with working resources. However, there is general disagreement that they are provided with accommodation and lunch and tea. On the other side, the respondents are generally divided in opinion when it comes to provision of adequate office.
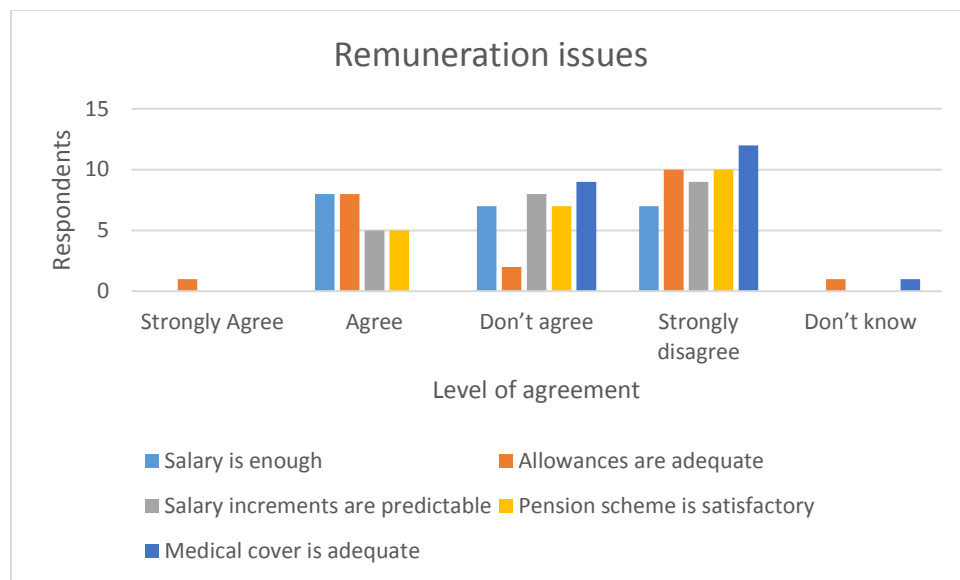
Opportunities for professional development

Modern organizations invest enormous resources on professional development of their staff as not only as a means of improving their performance, but very importantly as a way of motivating them. The professional development aspects which this study assessed included opportunities for attending short courses, rewarding academic achievements, provision of incentives for academic advancement and promotion being based on academic excellence. The data collected in this regard can be presented as follows.

Professional Devt Factors

Respondens

- Assistance to attend short courses
- Rewarding academic attainment
- Provision of incentives for academic advancement
- Promotion based on academic excellence

Level of agreement
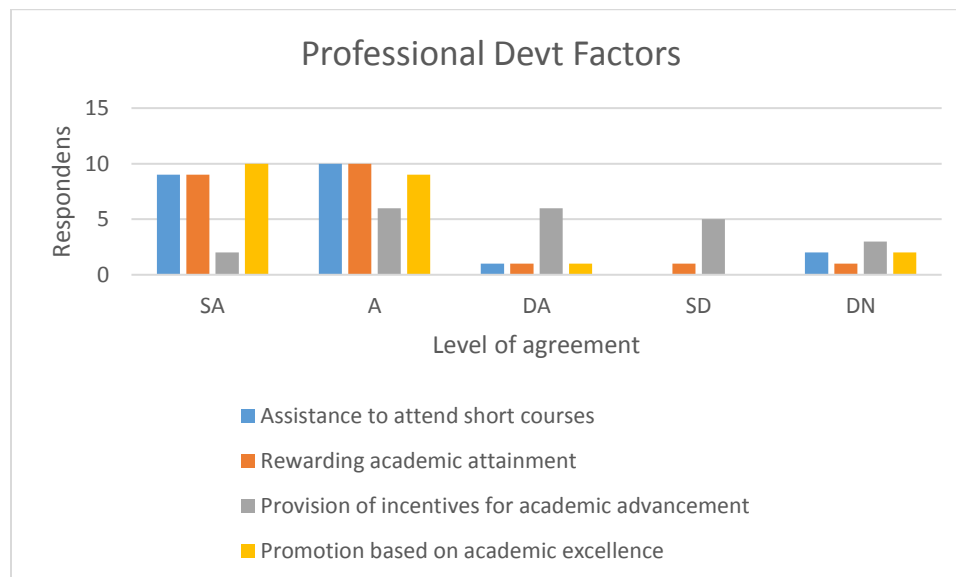
According to the findings as indicated above, many librarians agree that they are assisted to attend short courses; academic excellence is rewarded and that promotion is based on academic excellence. However, there is was no agreement that the university provides incentives for academic advancement.
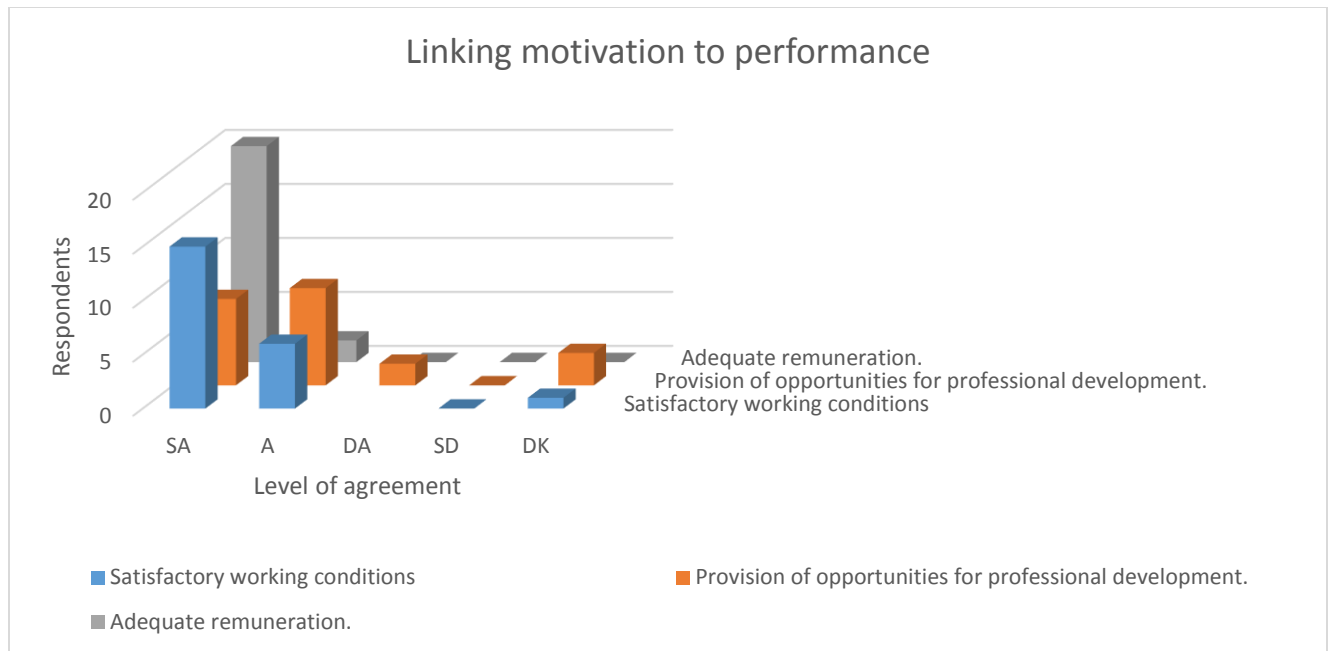
Remuneration

Remuneration has been identified as one of the key factors of motivation in organizations. It is from remuneration that employees are able to meet their other needs such as food, shelter and clothing. Remuneration takes different forms including salaries and wages, bonuses and allowances. For many employees, the issue of salaries and wages are very critical since failure to provide them in adequate amount makes life hopeless and precarious. Based on different aspects of remuneration, this study assessed adequacy of salaries and allowances provided to librarians, predictability of salary increments and satisfaction with pension scheme nans medical cover. The finding were as follows.

According to the finding above, librarians at Rongo University generally disagree with all the factors relating to remuneration. This means that their salary is not enough, allowances are not adequate, salary increment is unpredictable and that pension scheme and medical cover are inadequate.

Section Three: Effects of motivation on performance

Studies have strongly linked the different factors of motivation to increased employee performance in organizations. In many areas it is generally believed that motivated workforce performance better than demotivated colleagues. In this regard, this study sought the opinion of the librarians on whether they believe that providing different factors of motivation will lead them to perform better. The findings were as follows.

Linking motivation to performance

According to the finding above, the librarian generally believe that providing better remuneration, greater opportunities for professional development and satisfactory working conditions will translate into their improved performance.

Conclusion and Recommendations.

In conclusion, librarians at Rongo University generally fee that the employers has not provided them with most of the requirements for motivation. On the other side, they strongly believe that providing the requirements for motivation will make them perform better in their assignment. As the way forward, the study recommends that:

i) In terms of working conditions the employer should improve on what it provides in terms of lunch, tea, accommodation and office space.

ii) In terms of professional development, apart from merely assisting librarians to attend short courses, the employer should reward academic excellence, base promotions on academic achievement and provide incentives for academic advancement.

iii) In terms of remuneration, the employer should address all the associated factors, that is, provide enough salary is not enough and allowances, make salary increment predictable and better their pension and medical.

iv)   Generally, the employer should invest mere on their employee motivation as a means of realizing greater achievement of its goal and being competitive through the improved performance of their staff.

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