

# MOTIVATION AS FACTOR INFLUENCING PRODUCTIVITY AND JOB SATISFACTION IN ACADEMIC LIBRARY: CASE STUDY OF OLUSEGUN OKE LIBRARY, LAUTECH, OGBOMOSO, OYO STATE, NIGERIA

Gboyega Adio\* Ph.D  
and  
Thomas Ayinla Ogunmodede\*\*

\*Dr Gboyega Adio is currently the University Librarian at the Federal University, Oye-Ekiti, Ekiti State, Nigeria. He holds B.Sc. (Microbiology) MLS and PhD in Library and Information Studies, from the University of Ibadan, Nigeria. Dr Adio is a Certified Librarian and a member of Nigerian Library Association (NLA) and other professional bodies in librarianship across the globe. He has published several articles both in local and international journals. His research interests include use of ICT, library administration and information Literacy. E-mail: [adijohn@yahoo.co.uk](mailto:adijohn@yahoo.co.uk) Phone No. 08033955102.

\*\*Mr.Thomas Ayinla Ogunmodede is currently Librarian I at the Olusegun Oke Library, Ladoke Akintola University of Technology (LAUTECH), Ogbomoso, Nigeria. He holds Bachelor of Library and Information Studies (BLIS) and Master of Library and Information Studies (MLIS) from University of Ibadan, Ibadan. Mr Ogunmodede is a Certified Librarian and a member of Nigerian Library Association (NLA). His research interests range from Library use, knowledge management, information management and library management. E-mail: [tamodede@yahoo.com](mailto:tamodede@yahoo.com) Phone No. 08034232164.

## Abstract

The paper investigated the influence of motivation on productivity of staff on the basis of job satisfaction, participation in office decisions and attitude of supervisor to staff personal problems. Survey method was used to carry out the research and total enumerative techniques in addition to interview were employed in eliciting information from the respondents. Out of sixty questionnaire distributed, 57 were returned and found valid for analysis, giving the response rate of 95%. The data collected was analyzed using simple descriptive statistics which consists of tables, frequency counts and percentages. It was discovered from the study that 89% respondents were satisfied with the job they are doing presently. All the respondents agreed that they are always consulted on issues affecting their welfare, 78.5% agreed that they were satisfied with the discipline measure employed in the library while 21.5% respondents were displeased. It was revealed by the junior staff that the opportunity to go for further studies in librarianship is an added advantage over their colleagues in other departments of the University, this motivate them to perform well on their job. Prompt response of supervisor to personal problems of the staff contributed to the satisfaction the workers derived from their job in LAUTECH library. Since every worker in the library relates like a single family, the problems that causes distraction from work are always nipped in the bud.

**Key Words:** Motivation, Productivity, Job, Satisfaction, Academic, Library .

## Introduction

The accomplishment of an organizational setting needs certain roles to be performed, and role – incumbents are human beings who are of course, not alike in every ramification. But each of them constitute a function in an organization; the organization however, expected of him/her certain behaviors, obligations and responsibilities as defined by the role he has accepted to perform after being employed

Oyetola (2011) posits that motivation is something that can come and go in an instant. The workplace often can be a fun and enjoyable place, but other times it can be the pit of hell. Not only do most of us cope with stress, fatigue, mental and physical anguish, but we must also complete the mission that is set forth for us. Motivation is defined in different ways. Each person may be different, but sometimes we share the same types of motivation with others.

A research conducted in 1954 by Maslow titled “Motivation and personality”, and another by Herzberg (1957) on “Two factor theory of job satisfaction” were fundamental to this study because they both shared broad, ideological and similarities in their general conceptualizations. The two factors theory of Job satisfaction suggested that every individual has a set of needs which can be broadly classified into lower and higher needs.

Against this background, that people assumed that in the industrialized countries, most of the lower needs of worker (food shelter, safety) have largely been met and have therefore ceased to function as powerful motivators to action. Thus it’s the higher order needs which constitute the primary sources of motivation. But in the developing countries like Nigeria, the basic need has not been addressed, thus making it difficult for the citizen to really see the ruling class as their saviour.

In the course of carrying out professional work, these researchers came across many staff, professional and non-professional librarians, who were experienced and have been complaining of lack of motivation in

their places of work. They had observed, during the period that motivation was seemingly low among the staff of the libraries and this has direct consequence on their productivity/output generally. The researchers have at various times engaged some of the affected staff in a close discussion, with a view to find out reasons for their attitudes. During the discussion it was revealed that most of the affected library staff were dissatisfied with certain factors in their work situation.

In the course of discussing with professional colleagues, one of the staff who seemed frustrated claimed he had been in his present grade for ten years. Another one also complained bitterly that she had been in her present position for six years without promotion because her library did not allow for more than one librarian at the top. Some complained of lack of opportunities for personal initiative, “all discussions have to be referred to the man above him for approval”. The above revelations suggest that some library staff are apparently dissatisfied with certain factors in their work situation, and lack of motivation at work has affected their productivity. The question that arises from our discussion is: Does motivation in academic Library like LAUTECH have significant effect on productivity and job satisfaction of staff working in it? This is a pertinent question that will be trashed in this study.

### **Objective of the study**

The specific objectives of the study are to:

1. find out the entry educational qualification of library staff;
2. examine the present educational qualification of library personnel;
3. find out the description and job satisfaction of personnel in Olusegun Oke Library;
4. ascertain attitudes of supervisor to personal problems of staff;
5. examine the participation of library personnel in decision making; and

6. determine job motivation that will enhance the productivity of personnel in Olusegun Oke Library.

### **Literature Review**

The word motivation is derived from motive, which is an active form of a desire, craving or need, which must be satisfied (Iwu, 2011). It is a common phenomenon often talked about by people in any given organization. According to Allan, Gadon and Willits (2001) and Iwu (2011) motivation was defined as an inner state of mind that causes a person to behave in a way that endures the accomplishment of stated goals. To them motivation is something which propels a person to act or a reason of behavior. They further stated that motivation is not manipulation of people but understanding of needs and wages which prompt people to do things. There is need for an understanding of the fundamental drives, urges, needs and desires of the peoples which can be manipulated and stimulated and a sense of communication and methodology that would provide stimulation to these urges. Some of the methods used for this purpose may be the provision of financial incentive, cordial working environment, challenging work and responsibility, personal accomplishment, recognition for such accomplishment and an opportunity for growth and advancement. Human motivation studies aim to discover what it is that triggers performance. Cole (1996) opines that motivation is the term used to describe those processes, both instinctive and rational by which people seek to satisfy their basic drives, perceived needs and personal goals which trigger performance. Halepota (2005) conceives motivation as a person's active participation and commitment to achieve the prescribed results. He avers that the concept of motivation is an abstract construct because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times. There are basically two types of motivation, extrinsic

and intrinsic motivation as reported by Iwu (2011). She posit that extrinsic motivation is induced by external factors which are primarily financial in nature. These incentives and reward have been a subject of debate, whether they really motivate the employees or simply move them to work. According to Ryan and Deci (2000), the term, "extrinsic motivation" is the attainment of a separable outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order to receive the reward. In other words, rewards motivate people to get awards. Intrinsic motivation on the other hands involves the performance of an activity for the inherent satisfaction of the activity. Intrinsic motivation is personal, "internal" responses, such as satisfaction or pride in an accomplishment. Intrinsic motivation is synonymous with a desire to work hard solely for the pleasure of task accomplishment. According to Nallaiah and Yadapadithaya (2009), compliments, public recognition, and professional opportunities are motivators and can be as effective as extrinsic rewards such as monetary reward and gifts. Intrinsic motivation results from an individual's need to be competent and self-determined irrespective of possible external rewards.

Stoner, et al. (1995) accords due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." The author looks at workers; in particular librarians, in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. In this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. On the issue of what strategies can

