The Correlational Analysis of Motivation and Productivity of Librarians in Public Universities in Nigeria

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Abstract

This study investigated the relationship between motivation and productivity of librarians in Nigerian public universities. A correlational survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed a significant relationship between motivation and productivity (r = 0.035, P < 0.05) of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, motivation and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved employees' motivational programmes that would increase productivity of its workforce.

Keywords: Motivation, motivation factors, productivity, librarians, public universities, Nigeria.

1. INTRODUCTION

Motivation plays a crucial role in determining the general productivity of workers in any organization. A well-motivated worker is a happy and productive worker. According to Parham (2014), the term productivity can be defined as a measure of the rate at which outputs of goods and services are produced per unit of input (labour, capital, raw materials, etc). It is calculated as the ratio of the amount of outputs produced to some measure of the amount of inputs used. Thus, in this study, productivity is conceptualized to mean the ability to produce an item or service in the organization. Also, it refers to all efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of skills, labour, material, and machines. In Nigerian public university libraries, librarians' productivity entails providing current and relevant educational resources in the library that would encourage increase in paper publications among faculty members and librarians themselves, innovative research works in the university that would attract grants from both local and international organizations. This helps in promoting the image and status of the university among her peers. Hence, it becomes logical that librarians should be adequately and fairly motivated by their employers if they are to increase the rate of their productivity in the university system.

According to Datta and Datta (2013), motivation can be defined as "those factors that energize, direct, and sustain human behaviour towards a particular course of action. It indicates the intention of achieving a goal, leading to goal-directed behaviour" (p. 56). Motivation is simply regarded as those factors which drive people in putting real effort and energy into what they do. Also, it is an essential factor that affects the job satisfaction and productivity of employees in any organization. The researchers in this study conceptualize employee motivation as those factors which energize, direct, and sustain human behaviour. It is the drive and stimulation which enables individuals to perform their work in an organization. It indicates the intention of achieving a goal, leading to goal-directed behaviour. Motivation could be classified into two: intrinsic and extrinsic. Intrinsic motivation consists those in-built factors of an individual worker that energize him or her to carry out a given task in the organization. These include: positive recognition, personal skills and experience, higher degrees acquired to enhance effective service delivery, among others. On the other hand, extrinsic motivation entails

those factors or facilities provided by the employer that enable workers in the organization to exert their energy in performing a given task. These include: job security, training and career development, job status, job enrichment, reasonable salaries and wages, conducive work environment, fair employee treatment, good leadership styles, good working condition, among others.

Thus, motivation enhances productivity of workers in any organization especially in the public university libraries as a satisfied worker is a happy and productive worker. Contrarily, Ademodi and Akintomide (2015) posited that a dissatisfied and demotivated worker will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment. It is therefore expedient for every "manager to take initiative in finding out those factors that improve job satisfaction of the subordinates" (Vijayabanu&Swaminathan, 2016, p. 1638) in order to boost productivity and enhances retention of the experienced workforce in the organization.

In Nigeria, there are eighty one (81) public universities (National University Commission, 2015). The list comprises of forty one (41) Federal universities and forty (40) State owned universities. Each of these public universities have a library manned by a University Librarian working together with other professional librarians to provide relevant educational resources to support the curricula of the university programmes.

1.1   Statement of the Problem

Research has shown that the level of motivation and productivity of library personnel is low (Babalola&Nwalo, 2013) although their research productivity is relatively high (Okonedo, Popoola, Emmanuel &Bamigboye, 2015). While many of these studies have been directed towards library use, library collections and library services, few if any have been carried out from the perspective of personal welfare of employees. In other words, studies have not been directed at investigating the relationships between welfare and personal issues such as employee motivation, emotional intelligence and human capital development on one side and job satisfaction and productivity on the other side. The aim of this research is to find out the relationships among these variables; specifically, the extent to which motivation, emotional intelligence and human capital development influence the job satisfaction and productivity of librarians in university libraries in Nigeria.

1.2   Objective of the Study

The general objective of this research work is to investigate how employee motivational factors influence the productivity of librarians in Nigerian public university libraries. The specific objectives are to:

1. find out the level of productivity of librarians in public university libraries in Nigeria;
2. ascertain the level of motivation of librarians in public university libraries in Nigeria;
3. ascertain the relationship between motivation and productivity of librarians in public university libraries in Nigeria; and

1.3   Research Questions

The following are the list of research questions slated for this research work:

1. What is the level of productivity of librarians in public university libraries in Nigeria?

2. What is the level of motivation of librarians in public university libraries in Nigeria?

1.4   Hypothesis

The identified null hypothesis was tested at 0.05 level of significance:

Ho: There is no significant relationship between motivation and productivity of librarians in public university libraries in Nigeria;

1.5   Scope of the Study

The study is limited to librarians in the public (that is, federal and state) universities in Nigeria, while other library personnel were excluded. Besides, the researchers were concerned with those motivating factors that influence the productivity of librarians while those factors that motivate other library personnel and users were excluded.

2.   LITERATURE REVIEW

2.1   Productivity:

Generally, "productivity is a concept that depends on the context in which it employed. It is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials & machines) into goods and services" (Ali, Ali &Adan, 2013, p. 68). Productivity is a ratio to measure how well an organization (or individual, industry) converts input resources (labour, materials & machines) into goods and services. This is usually expressed in ratios of inputs to outputs. Similarly,Chaudhary and Sharma (2012) as well as Rolloos (1997) cited in Ali et al (2013) posited productivity as that which people can produce with the least (smallest) amount of effort.It is the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. While in the librarianship point of view, they are tangible services which every librarian is expected to perform in order to satisfy the information needs of his/her clienteles.

In this study, the researchers conceptualized productivity as the ability to produce an item or service in the organization. Also, he sees it as efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of labour, material, and machines. In any organization, productivity is important because it allows the business to be more cost effective. The more output a business has for a specific cause, the cheaper it is to produce the product. This in turn allows the business to have a higher profit. Productivity on the part of employees is important because getting your job done will help the company's growth. If the company grows and progresses, profits will increase. If profits in the company increase, not only will the bosses be happier but they will hire more people and give increase benefits to the employees. Thus, productivity is good to everyone and serves as an important ingredient for the survival and sustainable growth of every organization. It can be generally observed that some employees may not be productive as expected of them by their employers due to the negative attitude displayed by them towards their employers. There is a general belief that man has the natural tendency to be lazy with regard to work and he is being forced by circumstances to work. This idea about man still continues to create problems for the development process of society in the face of abundant human and material resources resulting to low productivity.

However, Olomolaiye, Wahaband Price (1998) and Gundecha (2012) classified the productivity factors into two categories: external factors the ones outside the control of the organization management and internal factors related to the productivity factors originating within the organization. From their viewpoint, the nature and composition of the organization are the internal factors that can enhance the productivity of workers in such organization. In the university system, there are three categories of workers: academic staff, senior staff and junior staff. Librarians are classified as part of the academic staff of the university system. Every professional librarian is expected to be productive. In the university libraries, librarians are saddled with the responsibility of selecting, acquiring and organizing library educational materials for easy accessibility and retrieval by the library users as well as rendering reference and selective dissemination of information (SDI) services to meet the information needs of library users.Unfortunately, some public university authorities are not treating her faculty members equally; there are some allowances that are paid to lecturers which are regarded by the university management as "*core academic staff*" in the university but which are not extended to librarians. It could be noted that with such composition, the morale of librarians in such university will be low and this will invariably affect their productivity.

Low productivity is generally observed as a major problem that presently thrives in many organizations particularly in the developing countries. Some scholars (Ajala, 2012; Dost, Rehman& Tariq, 2012; Suleiman, 2013; Yamoah, 2013; Ali et al, 2013, among others)investigated what constitutes low productivity among workers in different organizations; the results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the organization to feelings of being marginalized, unfair treatment by their employers; some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity. It can be deduced from their studies that conducive work environment stimulates employees' creativity and increases their performance substantially while bad working conditions contribute to low productivity of employees in many organizations.The public university libraries in Nigeria cannot be isolated from these ugly phenomena as it is generally observed that the level of productivity in most public university libraries today is low due to job dissatisfaction and inadequate motivation of its personnel especially the librarians (Babalola&Nwalo, 2013).

2.2   Employee Motivation:

It can be generally observed that in this highly competitive work environment, many organizations especially academic (university) libraries want to be successful in meeting the needs of their clients. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important roles and influence on organizational growth and development. In order to overcome manpower challenges in such organization, employers especially the university authority should create a strong and positive relationship with its employees and provide extrinsic motivational factors that would enable employees to perform optimally for the effectiveness of the organization. According to Kazaz, Manisali and Ulubeyli (2008), "human resources

(employees) today have a strategic role to play for the productivity increase and effectiveness of any organization and this makes it superior in the industrial competition" (p. 95).

Several literatures have shown that employee motivation is an important factor in libraries, as in any other organization. Several scholars and researchers had defined motivation using different concepts. Chaudhary and Sharma (2012) found motivation as a term derived from the word 'motive' which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. In the work goal background, the psychological factors motivating the people's behaviour can be: Job Satisfaction,Achievement, Work environment,Need for Money andRespect. They posit that one of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. Therefore the role of a leader is to arouse interest in presentation of employees in their jobs. The process of motivation consists of three stages: first, a felt need; second, an incentive in which needs have to be aroused and third when needs are satisfied, the satisfaction or achievement of goals. It can be noted here that motivation is an emotional fact that meansneeds and wants of an employee are tackled by framingan incentive plan.

Also, Ugah (2008) outlined some definitions of motivation to include: "the psychological process" (p. 2) that gives human behaviour purpose and direction (Kreitner, 1995), a predisposition to behave in a purposive manner to achieve specific unmet needs (Buford, Bedeian& Linder, 1995), an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). All those inner-striving conditions described as wishes, desires, drives (Donnelly, Gibson &Ivancevich, 1995), the way urges, aspirations, drives and needs of human beings direct or control or explain their behaviour (Appleby 1994), some driving force within an individual by which they attempt to achieve some goal in order to fulfil some needs or expectations (Mullins, 1996).

Similarly, Datta and Datta (2013) defined motivation as that factor which energizes, directs, and sustains human behaviour. It indicates the intention of achieving a goal, leading to goal-directed behaviour. It is important to reach futuristic organizational goals. In human resource management, the term motivation refers to a person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks. Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right buttons to get desired reactions. In the same vein, Khan et al (2011) referred to motivation as what causes us to act positively in achieving the organizational or personal goals. Motivation is necessary for work performance because if people do not feel inclined (motivated) to engage themselves in work behaviour, they will not put in necessary efforts to perform well.

Seven common characteristics can be identified from the aforementioned concepts of motivation. These include: motivation is an individual phenomenon, motivation is intentional, motivation is desired by everyone, motivation energizes human action to achieve an organizational goal, motivation sustains human behaviour, motivation is multifaceted and motivation theories predict human behaviour.

However, there are three major components to motivation: activation, persistence and intensity. Activation involves the decision to initiate behaviour, such as enrolling in a library school. Persistence is the continued effort toward a goal even though obstacles may exist, such as taking more librarianship courses in order to earn a degree although it requires a significant investment of time, energy and resources. Finally, intensity can be seen in the concentration and vigour that goes into pursuing a goal. For example, one student

might succeed without much effort, while another student will study regularly, participate in class discussions and take advantage of research opportunities outside of class (Khan et al, 2011).

According to McCormick and Tifflin (1979), motivation can be classified into intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed "psychological motivations" and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. An intrinsically motivated individual, according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need which the individual would have to perceive a possibility of satisfaction through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic.

Consequently, Babalola and Nwalo (2013) posited that job motivation of librarians is crucial in achieving effectiveness in the university library. The higher the level of motivation everything being equal the higher the quality of librarian's contribution to the achievement of library goals. Job motivation would exert tremendous influence on the productivity of the librarians. The researchers aver that a highly motivated employee would have a high morale which would translate into positive attitude to work and attendant high productivity. Therefore, to enjoy the services of the librarians (in form of high productivity) it is imperative for the university management to make them happy on their chosen profession.

Furthermore, the importance of motivation cannot be overemphasized in any organization especially in the university library. In support of this, Chaudhary and Sharma (2012) opined that motivation is the most important factor influencing organizational efficiency. They further submit that all facilities in the organization will amount to waste in lack of motivated people to utilize these facilities efficiently. Every superior in the organization must motivate subordinates for the right types of behaviour. The presentation of human beings in the organization is dependent on the capability in the motivation. Motivation is a helpful instrument in the hands of management in exciting the workforce. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Thus, motivation enhances best utilization of resources; it leads to the reduction in Labour problems in the organization; it results in sizeable increase in production and productivity of the workforce in the organization; it serves as basis of Cooperation among the workforce and it equally promotes the better Image of the organization to the outside world.

Regrettably, librarians in some public university libraries in Nigeria are not well motivated. Some university authorities are not providing enough enabling environment for librarians to effectively carry out their duties. It is not uncommon nowadays listening to librarians with a lot of complaints about their condition of service, and some are leaving the job for the other while some remain on their job as disgruntled (demotivated) staff which has adversely affected their output. Librarians are not being recognized as full academic staff of the

university management, thereby denying them of some allowances which are paid to other academic staff in the same system. This has greatly affected their moods and emotions in performing their duties optimally as they are being treated as second class staff among their colleagues in the same university system. This confirms Nwosu, Ugwoegbu and Okeke's (2013) view that majority of librarians in Nigeria were being poorly motivated, while very few of them reported that they were well or moderately motivated. Hence, for librarians to effectively carry out their traditional roles as custodians and disseminators of information, they should be well motivated.

3.   Theoretical Framework

Due to inter-relationship of the variables that made up of this study, Maslow's Hierarchy of Needs theory shall be employed to discuss employee motivation and productivity of librarians in the public university libraries in Nigeria.

3.1   Maslow's Hierarchy of Needs Theory

The hierarchy of needs theory was developed by a psychologist, Abraham Maslow in 1943. In the theory, he proposed that people are motivated by a predictable five-step hierarchy of needs.

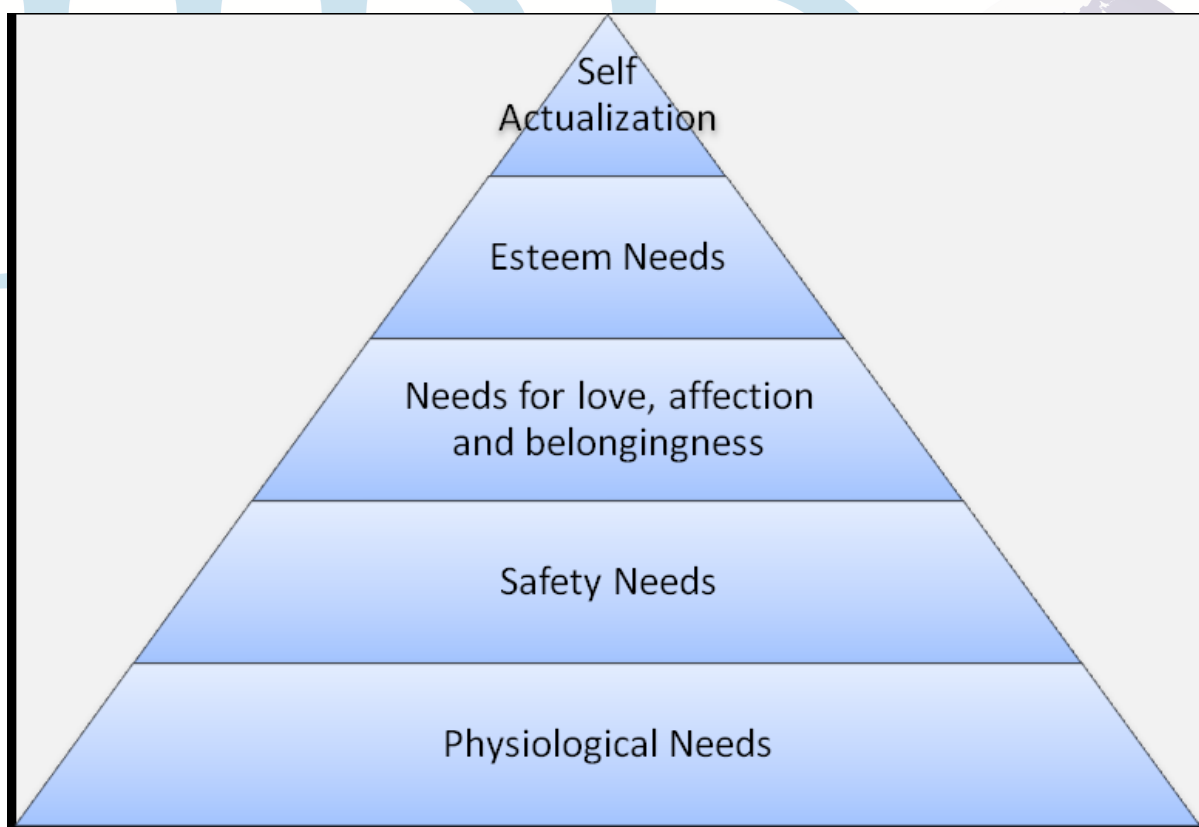**Figure 1: Maslow Hierarchy of Needs Theory**

Source: Maslow (1954)

This theory is related to: job satisfaction, productivity, employee motivation and human capital development variables of the study. Abraham Maslow in his theory broadly classified human needs into five groups that consist of: physiological, safety, love, esteem, and self-actualization needs. According to Zameer, Ali, Nisar and

Amir (2014), if organizations fulfil basic need, safety need, belonging need, self-esteem need, self-actualization, training and career development needs of their employees then the performance of employee would easily increase.

Abraham Maslow broadly classified human needs into five groups as shown in Figure 1. The different levels of needs on Maslow's hierarchy are discussed as follows:

Physiological needs. These are biological needs which consist of the need for oxygen, food, gender, sleep, water, and a relatively constant body temperature. They are the strongest needs because if a person were deprived of all needs, it is these physiological ones that would come first in the person's search for satisfaction.

Safety needs. These needs consist of the need for protection, security, law, stability, order and limits.When all physiological needs are met and are no longer controlling thoughts and behaviours, the needs for security can become active. While adults have little awareness of their security needs except in times of emergency or periods of disorganization in the social structure (such as widespread rioting), children often display the signs of insecurity and the need to be safe.

Needs for love, affection and belongingness. When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging.

Self-esteem needs. When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless.

Self-actualization needs. When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless about. However, it is not always clear what a person wants when there is a need for self-actualization.

Finally, the relevance of this theory on the study is that it helps university administrators to know various needs that are applicable to workers especially librarians in the university library and how to meet them in order to improve the productivity of librarians in the university system. This implies that when librarians' needs are systematically and adequately addressed by the university management, their morale will be boosted and the level of their job satisfaction and productivity in the university library will be greatly increased. Also, it helps librarians to ascertain those needs that have been adequately met by their employers and how those needs that are yet to be attended to will be met in future. This fosters peaceful relationship between university

administrators and librarians, and it helps in boosting the morale of librarians in the university library to be more productive.

4.   METHODOLOGY

4.1   Research Design and Population

The correlational research design was adopted for this study in order to establish the relationships between the variables. Its population consisted of 1,254 librarians from the 81 public universities (Federal & State) in Nigeria. The list comprised of 41 Federal universities and 40 State owned universities. The four which have not taken off at the time of conducting this study were excluded.

4.2   Sample Size and Sampling Technique

The sample size for this study is 923 librarians. Random sampling technique was adopted for this study. The sampling was done by first stratifying the country (Nigeria) along the existing six geopolitical zones (strata); these include: North-Central, North-East, North-West, South-East, South-South and South-West. Each zone (stratum) is made up of six States except North-West and South East that are made up of seven and five States respectively.

4.3   Research Instrument

The researchers employed the self-developed questionnaire in collecting data for this study. The questionnaire for this study was designed by the researchers. The researchers postulated three research questions for the study and designed the questionnaire along the identified research questions. Hence, the research instrument is divided into seven sections: A, B, C and D. Items in the instrument were gathered from the literature reviewed for the study.

4.4   Validity and Reliability of the Instrument

The research instrument was subjected to the scrutiny of some university librarians; these were approached for their useful advice and input in order to validate the research instrument used for the study. Based on their useful feedback, the research instrument was modified where necessary. A pilot study was conducted. 56 questionnaires were administered among professional librarians of three public university libraries that were not part of the sample for the main study and retrieved 38 copies (67.9%). These were subjected to Cronbach's alpha reliability analysis and with coefficient results as follows: Motivation of Librarians $\alpha = 0.77$, while Productivity of Librarians gives $\alpha = 0.94$. With these results, the instrument was used for the study as the alpha reliability coefficient results for all the variables are more than 0.5 level of significant.

4.5   Research Procedure and Method of Data Collection

The corrected copies of the questionnaire were administered to 923 professional librarians in all the fifty four (54) university libraries slated for the study. The respondents were assured that information supplied by them would be treated with utmost confidentiality and used solely for the purposes of academic research. This gives 67.2% return rate of the administered research instrument for the study.

4.6   Method of Data Analysis

Data collected for this study was analysed using Statistical Package for Social Science (SPSS), 22.0 latest versions. The data collected were analysed using descriptive statistics, especially for research questions 1-2, while the null hypothesis was tested using Pearson Product Moment Correlation (PPMC) analysis.

5.   DATA ANALYSIS
5.1   Data Analysis Presentation Based on Research Questions

Research Question 1: What is the level of productivity of librarians in public university libraries in Nigeria?

Table 2: Level of productivity of the respondents

S/N	STATEMENT	VH (%)	H (%)	M (%)	L (%)	Mean	SD	AM
a.	**Students' academic success**							
i.	Library collection enhances academic success of students in the university	411 (66.3)	181 (29.2)	26 (4.2)	2 (0.3)	3.64	0.540	
ii.	Library provides conducive learning environment that encourages academic success	376 (60.6)	211 (34)	29 (4.7)	4 (0.8)	3.61	0.584	3.56
iii.	With current and relevant library collections, students will excel in their academic programmes	323 (52.1)	260 (41.9)	32 (5.2)	5 (0.8)	3.55	0.617	
iv.	My job performance often lead to students' success in their examinations	356 (57.4)	221 (35.6)	38 (6.1)	5 (0.8)	3.45	0.633	
b.	**Accreditation of more courses**							
i.	My job performance contribute greatly to the accreditation exercises of the university	394 (63.5)	194 (31.3)	28 (4.5)	4 (0.6)	3.58	0.611	
ii.	I actively involved in the accreditation exercises	390 (62.9)	203 (32.7)	22 (3.5)	5 (0.8)	3.58	0.603	
iii.	Relevant and current library collections help the university authority to have more courses accredited	385 (62.1)	189 (30.5)	40 (6.5)	6 (1)	3.54	0.661	3.55
iv.	It encourages growth and development of the university	367 (59.2)	224 (36.1)	22 (3.5)	7 (1.1)	3.53	0.623	
v.	It enriches the university curricula and programmes.	356 (57.4)	221 (35.6)	38 (6.1)	5 (0.8)	3.50	0.649	
c.	**Innovative research work**							
i.	It provides resources for innovative research work.	362 (58.4)	226 (36.5)	27 (4.4)	5 (0.8)	3.52	0.621	
ii.	My job output greatly contribute to the innovative research efforts of the university community	346 (55.8)	252 (40.6)	18 (2.9)	4 (0.6)	3.52	0.589	3.51
iii.	It promotes the image of the university.	351 (56.6)	241 (38.9)	24 (3.9)	4 (0.6)	3.51	0.605	
iv.	My job performance contribute to innovative research work in the university.	369 (59.5)	205 (33.1)	35 (5.6)	11 (1.8)	3.50	0.686	
d.	**Increase number of paper publication**							
i.	Library collection boosts regular paper publications of faculty members.	436 (70.3)	156 (25.2)	25 (4)	3 (0.5)	3.61	0.550	
ii.	It provides resources for regular paper publications	330 (53.2%)	256 (41.3)	30 (4.8)	4 (0.6)	3.47	0.621	
iii.	My regular paper publications assures me of promotion as at when due	331 (53.4)	248 (40)	31 (5)	10 (1.6)	3.45	0.667	3.39
iv.	Three of my publications are in international journals	335 (54)	176 (28.4)	70 (11.3)	39 (6.3)	3.30	0.903	
v.	It enhances my regular paper publications.	395 (63.7)	180 (29)	36 (5.8)	9 (1.5)	3.26	0.989	

| vi. | I have produced at least five papers in the past two years | 305 (49.2) | 202 (32.6) | 82 (13.2) | 31 (5) | 3.26 | 0.871 | |

Source: Field Survey, 2016

Key: VH = Very High, H = High, M = Medium, L = Low, SD = Standard Deviation; AM = Average Mean

It can be seen from Table 2 that librarians in Nigerian Universities considered their level of productivity to be very high judging by the average mean score of 3.39 on the scale of 4. They considered their contribution to the academic success of students as well as the universities' success in getting more courses accredited as the greatest measures of their productivity in the university system. Each had an average mean scores of 3.56 and 3.55 respectively. Specifically, having the relevant library collections (mean = 3.64) and conducive reading and learning environment contribute to students' academic success while active involvement in accreditation activities (mean = 3.58) plus having the right collection (mean = 3.58) contributed to the increase in the number of courses accredited, among other details.

Research Question 2: What is the level of motivation of librarians in public university libraries in Nigeria?

Table 2: Level of employee motivation of the respondents

S/N	STATEMENT	VHD (%)	HD (%)	LD (%)	NA (%)	M	STD	AM
a.	**Intrinsic Motivators**							
i.	The higher degrees I acquired energize me to be more effective in the library work	347 (56)	206 (33.2)	59 (9.5)	8 (1.3)	3.44	0.718	
ii.	My job skills enhance my productivity in this information age	316 (51)	257 (41.5)	47 (7.6)	-	3.43	0.631	
iii.	My work experience enhance my effective job performance	302 (48.7)	283 (45.6)	35 (5.6)	-	3.43	0.599	
iv.	I am being treated in caring and considerate manner by my boss	305 (49.2)	240 (38.7)	70 (11.3)	5 (0.8)	3.36	0.711	
v.	Positive recognition	286 (46.1)	373 (44)	52 (8.4)	9(1.5)	3.35	0.695	3.36
vi.	Higher responsibility	283 (45.6)	270 (43.5)	61 (9.8)	6 (1)	3.34	0.693	
vii.	I have a sense of challenge and achievement	293 (47.3)	256 (41.3)	32 (5.2)	39 (39)	3.30	0.831	
viii.	Opportunity to use my ability	302 (48.7)	222 (35.8)	41 (6.6)	55 (8.9	3.24	0.922	
b.	**Extrinsic Motivators**							
i.	Job security	368 (59.4)	176 (28.4)	72 (11.6)	4 (0.6)	3.46	0.721	
ii.	Provision of healthy work environment enhances my productivity in the library	336 (54.2)	203 (32.7)	64 (10.3)	17 (2.7)	3.38	0.780	
iii.	Non-recognition of the value of information affects the annual library budget and my productivity.	334 (53.9)	193 (31.1)	79 (12.7)	14 (2.3)	3.37	0.790	
iv.	Job enrichment	305 (49.2)	237 (38.2)	59 (9.5)	19 (3.1)	3.34	0.773	
v.	Training and career development	297 (47.9)	236 (38.1)	70 (11.3)	17 (2.7)	3.31	0.718	
vi.	Availability of operational tools and equipment enhance my productivity in the library.	255 (41.1)	307 (49.5)	53 (8.5)	5 (0.8)	3.31	0.659	
vii.	Payment of reasonable salaries and wages	285 (46)	259 (41.8)	53 (8.5)	23 (3.7)	3.30	0.778	
viii.	Office social environment (i.e. peaceful, loving, friendly and trusting)	274 (44.2)	260 (41.9)	70 (11.3)	16 (2.6)	3.28	0.763	3.27
ix.	Fair employee treatment	267 (43.1)	271 (43.7)	73 (11.8)	9 (1.5)	3.28	0.726	
x.	Effective implementation of government laws and policies enhances my productivity as a librarian	291 (46.9)	231 (37.3)	73 (11.8)	25 (4)	3.27	0.822	
xi.	Organizational leadership styles	281 (45.3)	240 (38.7)	77 (12.5)	22 (3.5)	3.26	0.804	
xii.	Job status	257 (41.5)	292 (47.1)	48 (7.7)	23 (7.7)	3.26	0.756	
xiii.	Office physical environment (i.e. clean, provision of air condition, fan, good offices, furniture and fittings)	259 (41.8)	277 (44.7)	73 (11.8)	11 (1.8)	3.26	0.733	

		VHD	HD	LD	NA	M	STD	
xiv.	Increase in the level of comfort that I enjoy while performing my duties in the library enhances my productivity.	250 (40.3)	287 (46.3)	75 (12.1)	8 (1.3)	3.26	0.715	
xv.	Security of lives and properties in the university community enhances my productivity in the university library	292 (47.2)	210 (33.9)	81 (13.1)	37 (6)	3.22	0.890	
xvi.	Effective job design put in place by my employer enhances my job performance in the library	250 (40.3)	276 (44.5)	68 (11)	26 (4.2)	3.21	0.799	
xvii.	Good working conditions	250 (40.3)	267 (43.1)	85 (13.7)	18 (2.9)	3.21	0.784	
xviii.	Poor management has a negative impact on my productivity in the library	250 (40.3)	274 (44.2)	65 (10.5)	31 (5)	3.20	0.818	
xvix	Career advancement/development opportunity	242 (39)	266 (42.9)	105 (16.9)	7 (1.1)	3.20	0.753	
xx	Negative attitude exhibited by most library users affects my productivity.	256 (41.3)	247 (39.8)	96 (15.5)	21 (3.4)	3.19	0.817	
xxi	Un-conducive work environment provided by my employer affects my productivity.	237 (38.2)	283 (45.6)	79 (12.7)	21 (3.4)	3.19	0.782	

Source: Field Survey, 2016

Key: VHD = Very High Degree, HD = High Degree, LD = Low Degree, NA = Not At All; M = Mean, STD = Standard Deviation; AM = Average Mean

Table 3 shows that librarians in Nigerian Universities considered their level of motivation to be very high judging by the average mean score of 3.27 on the scale of 4. Intrinsic motivation appears to have a higher average mean score of 3.36 than extrinsic motivation that has the average mean score of 3.27. It shows that intrinsic motivation is happening more than extrinsic in Nigerian university libraries. It means that librarians were not happy about those motivational factors that affect their fundamental human needs.

Specifically, librarians possessed higher degree qualifications (mean = 3.44) coupled with their job skills (mean = 3.43) and work experience (mean = 3.43) empowered them to be more effective in discharging their duties in the university libraries in this information age. Besides, with extrinsic motivators like job security (mean = 3.46) coupled with the provision of healthy and clean work environment influenced the productivity of librarians in the university library (mean = 3.38). In contrast, some librarians complained that university management were not recognising the value of organized information resources stocked in the university library and this had greatly affected its annual budget and productivity of the library personnel especially librarians (mean = 3.37).

5.3   Hypothesis Testing and Interpretation

Ho:There is no significant relationship between employee motivation and productivity of   librarians in public university libraries in Nigeria.

Table 4: Correlation Analysis between Employee Motivation and Productivity of Librarians in Public University Libraries in Nigeria

Variables	Mean	Standard Deviation (SD)	N	R	Significant (P)	Remark
Employee Motivation	3.26	0.76	620	0.035	0.000	Sig.
Productivity	3.55	0.67				

Significant at 0.05 level

The mean score of the motivation of librarians in Nigerian university libraries was 3.26, SD = 0.76, while that of productivity was 3.55, SD = 0.67. The correlation of coefficient obtained was 0.035 with p-value < 0.05. The result showed positive correlation between motivation and productivity of librarians. There was a positive significant relationship between the variables as indicated in the above table as (r = 0.035, N = 620, P < 0.05).Null hypothesis is rejected. This indicates that there is significant relationship between motivation and productivity of librarians in public university libraries in Nigeria.

5.4   Discussion of Findings

The discussion followed the research questions on which sources of relationships between employee motivation and productivity of librarians were established through past empirical studies. The findings of the study are discussed as follows:

Research question one showed that librarians' contribution to the academic success of students as well as the universities' success in getting more courses accredited as the greatest measures of their productivity in the university system. The findings implied that library was fundamental to research productivity and that it supported the curricula of the universities. These were consistent with the research conducted by Okonedo et al (2015) in which the research productivity of various academic staff in the university was found relatively high in order to assure their chances of being promoted to the next position. It was revealed in the study that librarians' job performance often lead to students' academic success in their examinations; library provided students with current and relevant library collections and these help students to excel in their various academic programmes. Also, library equally provided conducive and quiet learning environment that encouraged users' personal reading and students' academic success as its collections enhanced academic success of students in the university. Besides, librarians were actively involved in the accreditation exercises; as well as enriching the curricula of both old and new programmes that were offered. This encouraged growth and development of the university. This concurred with the study of Singh and Jain (2013) who listed accreditation of courses in the university as part of the factors through which an employee could derive job satisfaction and this would enhance the level of his/her productivity.

Research question two showed that intrinsic motivation appears to have higher average mean score of 3.36 than extrinsic motivation that has the average mean of 3.27. It shows that intrinsic motivation is happening more than extrinsic. It was revealed that higher qualifications which most librarians acquired in librarianship coupled with their work experience and skills empowered them to be more effective in discharging their duties in the university libraries in this information age. It was also revealed by most of them that they were treated in caring and considerate manner by their bosses. These findings agreed with studies earlier conducted by Louie (2013) and Lipman (2013) who opined that career advancement was one of the most important elements for employee satisfaction and retention at a company and it was a powerful employee motivator.

This implied that in the university system, it is expected and mandatory for every professional librarian to have higher degrees in librarianship so that they can perform better in their professional engagements. Also, the findings corresponded with **Equity Theory** that was developed byJ. Stacey Adams in 1965 cited in Tyilana (2005) who concluded that, the essence of the equity theory of motivation is that employees compared their

efforts and rewards with those of others in the similar work situations. They should be fairly treated in order to enhance their motivation and be productive in the organization.

In contrast, some librarians complained that university management were not recognising the value of organized information resources stocked in the university library; and this greatly affected library annual budget and productivity of its personnel especially librarians. Also, segregation policy was being practiced by most public universities in which some allowances were not paid to librarians as paid to their counterparts whom the university regarded as core faculty members; this greatly affected the level of their productivity in the university library. The findings agreed with the previous study of Sedaghati et al (2013), who asserted that the main goal of any organization was to achieve optimum productivity. One of the main factors for the development of organization productivity was adequate funding of its activities.

Thus, motivation enhances productivity of workers in any organization especially in the public university libraries as a satisfied worker is a happy and productive worker. In contrary, Ademodi and Akintomide (2015) posited that a dissatisfied worker will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment. It is therefore expedient for every "manager to take initiative in finding out those factors that improve job satisfaction of the subordinates" (Vijayabanu&Swaminathan, 2016, p. 1638) in order to boost productivity and enhances retention of the experienced workforce in the organization.

Furthermore, it was shown from the result of findings presented in Table 4, the null hypothesis was rejected. This indicates that there was a significant relationship between employee motivation and productivity of librarians in the public university libraries in Nigeria ($r = 0.035$, $P < 0.05$). The result concurred with previous study of Ugah (2008) who investigated a relationship between motivation and productivity of workers in the library, the relationship was established in the study. This implied that if a librarian is well motivated, he/she will be productive.It was therefore expedient for every University Librarian to take initiative in finding out those factors that would motivate and improve job satisfaction of the subordinates (Vijayabanu & Swaminathan, 2016) in order to boost productivity and enhances retention of the experienced workforce in the university library.

6. CONCLUSION

The study had succeeded in disabusing the earlier submission of low level motivation and productivity of library personnel judging from its findings. It was directed towards librarians' welfare and personal issues such as employee motivation and productivity. The study established that employee motivation was positively correlated with job satisfaction and productivity of librarians in the Nigerian public university libraries.

Besides, the study confirmed the assertion that motivation enhances productivity of workers in any organization especially in the public university libraries as a job satisfied librarian is a happy and productive librarian. Therefore, in the public university institutions, the welfare of librarians should be taken seriously. They should be adequately and fairly motivated so as to enable them discharge their duties effectively. It is expedient for the university authorities to seek and put in place those motivating factors that would enhance productivity of workers in the university community.

7. RECOMMENDATIONS

Based on the findings that were revealed in this study, the following recommendations are hereby proffered as the way forward:

I.   The university libraries in Nigeria to be stocked with current and relevant educational resources that would boost high class research works.

II. The university authorities should provide librarians with a befitting and conducive work environment; their offices should be well furnished with modern day equipment and working tools that would facilitate information service delivery to various information seekers.

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