MOTIVATION AND PERFORMANCE OF THE MIDDLE LEVEL MAN POWER IN ACADEMIC LIBRARIES; THE CASE STUDY OF UNIVERSITY OF CAPE COAST LIBRARY, GHANA

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Abstract

The main aim of this paper is to find out the factors that motivate middle level man power at University of Cape Coast, Ghana. The descriptive survey design was used to explore and report the current situation on the effects of motivation on senior staff performance at University of Cape Coast Library. Eighty senior staff responded to the questionnaire in all. Quantitative analysis was made using simple descriptive statistical tools. Comparatively, the findings revealed that senior staffs at University of Cape Coast library work in an environment which was encouraging. Secondly, opportunities exist for career development. Thirdly, the level of job satisfaction was high. However, staffs were not enthused by the level monetary rewards. Stakeholders of University of Cape Coast are enlightened on what it takes to motivate the various categories of staff. The advocacy role supposed to be played by the leading members of staff of the Library to ensure efficiency of staff if paramount.

Keywords: Motivation, Senior Staff, Appraisal, Efficiency, Job Satisfaction.

Introduction

For every University, the library is seen as the backbone for teaching, learning and research activities. Thus the academic library within every University has the responsibility to collect relevant materials to aid teaching, learning and research activities of the institutions. One of the factors for achieving such purpose effectively and efficiently is the use of human resources of the library. Academic libraries need human resources in the capacity of well motivated staff to function effectively in their daily operations. In reality, it is difficult for the academic library to attain its set objectives of satisfying the academic needs of its users while employees are not well motivated.

In Ghanaian academic libraries, the middle level man power or the senior staff category include senior library assistants, principal library assistants and chief library assistants. Within the context of an academic library, some major activities carried out are centered on

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senior staff, hence the need for a positive relationship between their motivation and performance. The significance of the use of these staff category in accomplishing the goals of the library cannot be over-emphasised. This category of staff performs different important functions under the supervision of senior members of the library. But then how long they stay in the profession and how well they perform their duties depends on how well they are stimulated through motivation. Their motivation includes achieving personal objectives which include financial benefits, opportunity for further studies, and recognition amongst others. The University of Cape Coast Library has as part of its mission statement as; to provide relevant resources to support the dissemination of knowledge to meet the information needs of the University community, however this could be actualised when the staff is motivated.

How well a library performs is not dependent on the library's collection and resources alone, but rather, much of it is dependent on staff performance and staff approach to users (Ntui et al., 2014). Much of staff performance is dependent on staff motivation; as motivation of employees is found in the heart of every successful organisation. Motivation determines a person's willingness, level of persuasion and the person's attempts to achieve an objective in life. How far a specific objective is achieved is influenced by motivation (Robbins and Judge, 2008). Motivation in the work place is a critical tool for attaining high level performance; this involves conditions that enable workers to work better (Ajang, 2008). Therefore, motivation is geared towards work productivity and job satisfaction (Agyenim-Boateng, 2001).

In fulfilling the dream of the parent institution, University of Cape Coast Library is no exception in the deployment of senior staff with various educational backgrounds for different level of responsibilities to assist in the delivery of quality services to their clientele in all sections of the library. They are employed to perform operational functions which include; acquisition, classifying and cataloguing of library materials database management (UCC DSpace management) and reference service.. There is no doubt that the kind of motivation they receive from management will reflect in their love for the library's work and their retention in the job. Their attitudes and enthusiasm for the library's work goes a long way to affect the library's image within the University community and beyond. The way they render services to clients in their daily routine will be one of the bases for client's perception, judgment and satisfaction of the library's services. This significantly will influence client's patronage of the libraries resources and services. The attitude and mind-set of library staff stand for the value of the services in the mentality of clients, encouraging attitudes and mind-

set of staff affects basic utilisation of the library's services (Ntui et al., 2014). The joy for their work, their ability to perform effectively and their attitudes towards work depends on effective motivation.

In this regard, the University of Cape Coast Library cannot achieve its set objectives within its mission statement, unless senior staff who act as supervisors for the junior staff are effectively motivated to contribute to the realisation of the objectives of the library. Their motivation may range from achieving personal objectives which include training opportunities on the job, further studies, job satisfaction and good work environment. Therefore the correlation between senior staff performance at work and the degree of their motivation should be taken seriously by management of the university.

Objectives of the study

The aim of the study was to

1. Explore the factors that contribute to senior staff motivation in the University of Cape Coast (UCC) library.
2. Examine the effects of motivation on senior staff performance in the library.
3. Determine the extent of job satisfaction of senior staff of the library
4. Ascertain the effectiveness of the incentives packages available for senior staff in University of Cape Coast (UCC) Library.
5. Make recommendations

Literature review

The key role academic libraries play makes them occupy a central position that the academic community cannot do without. Due to the outstanding nature and the significant functions academic libraries play in organising knowledge for teaching, learning and research the world over, Kaufman (2005) argued that academic libraries are signified by various similar symbols and inscriptions like the ''jewel" in the university's crown, the "heart" of the university and the campus' "treasure''. The academic library is therefore thought of as a Treasure Island full of resources for information, knowledge and recreation to meet the broad academic needs of its users.

In a study on academic libraries, Kuh & Gonyea (2003) described the academic library as a true reflection of the role of the University in academic life, in that the primary role of the library cannot be questioned and over emphasised. The study revealed that academic libraries

play a significant role in assisting academic institutions in attaining its academic mission. The University of Cape Coast library is one of the biggest and well resourced academic libraries in Ghana.

Every organisation has the goal of using staff to reduce loss and maximize profit. This can be feasible when staff are stimulated through motivation in order for them to contribute their best towards achieving organisational goals. According to (McShane & Von Glinow 2003), work motivation is that aspect of a person's inner man that influences the persons approach, potentials and enthusiasm towards work. In this regard, William (2010) affirms that to increase staff productivity adequate motivation is key. Ntui et al., (2014) also indicated that staff motivation can be thought of as a way of showing appreciation, verbal praise or up-liftement as well as personal value of a person within the work environment. The authors have the view that, the fundamental rule which underpins staff motivation is that when staff are highly motivated, they will be willing to do the best they can for an organisation whole heartedly. Lamptey, Boateng & Antwi (2013) opines that motivating library staff appropriately will go a long way to increase the total output of the library thereby achieving targeted library objectives.

Performance on the other hand is a byproduct of motivation; motivation attracts performance (Mullins, 2005). Vaughan & Dunn (2004) pointed out that well motivated staff have few complaints in the work environment; employees perform above expectations because they are satisfied with their work environment. Mullins (2005) reported that a research by Proud foot Consulting in the United States of America attributed low productivity to low motivation among other factors such as poor working morale, poor sense of belongingness etc. In the same vein, William (2010) said that current investigations into work motivation spells out that adequately motivated staff works towards organizational objectives whereas staff who are less motivated hardly work hard to increase productivity which in return affects organisational objectives. Less motivated staff may turn out to be problem workers, dead woods, rebellious or disgruntled which will in turn adversely affect their work out.

Chintalloo & Jyoti (2013) in a study looked at staff motivation and performance in Ireland Blyth Limited, the outcome of the study revealed that majority of the staff are satisfied with the kind of fringe benefits they receive from their company therefore staff are highly motivated to work. Factors of work motivation which influence work performance in a particular academic library may differ from person to person and from institution to

institution; in that, what may motivate one person will not motivate the other even though they may be found in the same working environment. To this effect, William (2010) stated that motivation that influence staff performance differs from individual to individual and also from organisation to organisation. Furthermore, an individual's motivation can change with time as the individual in question may experience different preference for motivation over time.

The above assertions make the concept of motivation dicey and challenging for many librarians. For this reason, Vroom & Deci (1970) put forward that the question of motivating staff to perform well is not easy to answer. That notwithstanding, there are several sources of motivation that librarians in academic libraries can use to stimulate senior staff or middle level man power to increase work performance, but Akintoye's (2000) study on workers motivational tactics and strategies found out that money is considered as the major aspect of motivation which implies that financial motivation is more preferred over other sources. To confirm this assertion, Kreitner & Kiniki (2004) emphasised that financial incentives motivate people to perform well at work. On the other hand, Williams (2010) found out in a study at Ultimate Company Limited that promotion system, Staff training**,** workshops for staff, organising best worker awards yearly, bonus system among other things like duty schedule for all staff are factors that motivates staff at Ultimate Company Limited to work better.

Afful-Broni (2012) study at University of Mines and Technology (UMaT) Tarkwa showed that even though there are motivation schemes at the University, it is not equitably enjoyed by all categories of staff. Majority of the respondents indicated that there is no periodic increment of salaries and no career development opportunity for all calibers of staff. Sixty four percent of the respondents said that incentives, allowances and rewards are not available for a good job done at (UMaT). On the contrary, a similar study by Afful and Antwi (2001) revealed that Library Assistants in the University of Cape Coast Library are effectively motivated. Lamptey, Boateng & Antwi (2005) also found out that Librarians in the six public universities in Ghana are satisfied with their job.

Many motivational theories have been propounded by several authors; for example, Maslow's (1943) theory of hierarchy of needs looks at human motivation. The theory emphasised that deficiency needs; physiological needs, safety needs, and social needs have to be accomplished by an individual before moving to growth needs which also include esteem needs and self-actualisation needs. Vroom's (1964) expectancy theory also investigates

individual's behaviour at the work place where people's motivation is dependent on the outcome of their efforts.

Methodology

The study employed the descriptive survey design to explore and report the current situation on the effects of motivation on senior staff performance at University of Cape Coast Library. Descriptive survey design gives a clear picture of the given phenomena as it exists (Saunders et al., 2003). Senior staff in UCC Library were purposely selected for the study. The total number of senior staff was 80; all of them were encouraged to participate in the study. Questionnaire was used to collect data from the target population. Eighty senior staff responded to the questionnaire in all. Quantitative analysis was made using simple descriptive statistical tools.

Analysis of data

Work environment

The researchers sought to find out how satisfactory the environment of the library was, 67 (83.7%) of the respondents agreed that they work within a healthy environment, whilst a total percentage of 13 (16.3%) indicated their dissatisfaction with their work environment. However, it can be seen that majority of the respondents were satisfied with the environment in which they work.

Adequate salaries

With the issue of fair salary, 51 (63.7%) of the respondents stated that their salary was not adequate, whilst 29 (36.3%) respondents registered that their salary was fair. Comparatively, the majority of the respondents felt not satisfied with their salary; however, since salary alone does not determine ones level of motivation, this could be the reason why some respondents still seem to be motivated.

Career opportunities

Out of the total population of 80 -respondents, 66 (82.5%) stated that they have career growth opportunities as staff of the library, but 14(17.5%) of the respondents indicated otherwise. Looking at the responses, it can be said that the majority of the respondents had

the intension of furthering their education, because in the library one has the opportunity to access informational resources.

Adequate working relationship

Looking at adequate working relationships, the majority 73(91.3%) of the respondents brought to bear that they have adequate working relationships as against 7(8.7%) of the respondents who said that they do not have adequate working relationship. In Ghanaian setup, personal relationship among staff has a great impact on the performance of staff.

Motivation and performance

Respondents were asked to establish how their level of motivation affects their performance, responses gathered revealed that 56 (70%) of the respondents were of the view that motivation affects their performance in a positive way, whilst 24 (30%) indicated otherwise.

Performance appraisal

In a follow up question, the researchers sought to find out respondents perception on performance appraisal, a little over half of the respondents 42 (52.5%) said that appraisal is used for promotions, 2 (2.5%) of the respondents indicated that appraisal is used to lay off staff, while 9 (11.2%) of them were of the view that it was used for training, 11(13.8%) of them said that it was used for postings and transfers. The remaining 16 (20%) respondents also stated that it was used for salary adjustments.

Job satisfaction

The researchers wanted to find out the level of job satisfaction 62 (77.5%) of the respondents indicated that they were satisfied with their job as against 18 (22.5%) of the respondents who indicated that they were not satisfied with their job.

Training opportunities

Majority of the respondents 63 (78.7%) stated that they have attended training program since they joined the library, whilst 17 (21.3%) stated that they have not attended any programme. The later is a matter of concern, because in- service training refreshes the mind.

Discussion of the findings

The study revealed that the majority of the staff were happy with the library environment. This finding is in support of the one conducted by Chintalloo & Jyoti (2013 in Ireland Blyth Limited; where the majority of the respondents revealed that they were comfortable with the environment under which they worked. Work environment is one of the ingredients of job satisfaction and a catalyst of motivation. However, as noted by Maslow's Theory (1943), an environment complimented with the provision of all the needs; physiological needs, safety needs, and social needs can bring about efficiency. The good environment at the University of Cape Coast, Library need to be complimented with the avenues for satisfying the needs stated above. A similar study by Afful and Antwi (2001) revealed that Library Assistants in the University of Cape Coast Library were effectively motivated by the environment they work.

The finding also indicated that the majority of the respondents were not satisfied with their salaries; this finding is similar to Afful-Broni (2012) study conducted at the University of Mines and Technology, Tarkwa, Ghana; which revealed that respondents were not satisfied with their salaries. This finding was a matter of concern because according to Kreitner & Kiniki (2004), financial incentives motivate people to perform well at work. On the contrary, Williams (2010) found out in a study at Ultimate Company Limited that promotion system, staff training, workshops for staff, organising best worker awards yearly, bonus system among other things were factors that motivate staff at Ultimate Company Limited to work better.

On career opportunities, a study revealed that respondents were satisfied with the career opportunities in the library. This finding was in agreement with the assertion of Jain (1999), according to him; staff training is another factor that motivates staff to work harder. For the past three years at the University of Cape Coast, a lot of staff had be given the opportunity to further their education. This could be the reason why some respondents still seem to be motivated as noted by William (2010).

A good working relationship between management and the senior staff of the University of Cape Coast Library was a moral boaster. This assertion confirms Afful and Antwi (2001) finding of a study at the University of Cape Coast Library which revealed that a positive working relationship existed between the library's management and Library Assistants.

Furthermore, respondents also see performance appraisal as part of motivational tools which enables them to perform better. All the respondents indicated that they were assessed yearly based on their performance. Their understanding of performance appraisal revealed that their work output attracts certain benefits or loss. A little over half of the respondents 42 (52.5%) said that appraisal is used for promotions. With the exception of the misconception that staff appraisal was used to transfer staff from the Main Library to other department libraries, it can be inferred that senior staff have a fair knowledge of the use of staff performance appraisal. In addition, the study revealed that the majority of the respondents were satisfied with the job. This finding is not different from that of Lamptey, Boateng & Antwi (2005) study. Their study revealed a high level of job satisfaction among librarians in Ghana.

Recommendations

1. Channels should be created for free flow of information from the management of the library to the library assistant and vice versa
2. Issues dealing with motivation should be discussed regularly at meetings
3. The mode of staff appraisal should be transparent.
4. Stakeholders of the library should be made known the need to motivate all category of staff of the library.

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