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FACTORS AFFECTING LIBRARY STAFF MOTIVATION AT COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH (CSIR), GHANA

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Abstract

The paper examines the factors affecting motivational level of Library staff in CSIR, Ghana. The main objective of the study was to identify the factors affecting the motivation of Library staff at CSIR. The nature of this study was descriptive cum survey type. Population of this study included all the Library staffs CSIR in Ghana. For choosing the sample from this population, purposive sampling type was used. All the 54 Library staffs within the CSIR were selected for the study. A questionnaire was used as research instrument for collection of data. The data obtained were tabulated and analyzed by using statistical techniques of means, standard deviation, correlation and multiple regression. On the basis of analysis it was concluded that, recognition and work condition are the most important motivating factors for Library staff in the CSIR of Ghana. It is recommended that other material rewards apart from the Best Worker Award be instituted to recognize the Library staff for their contribution to research in Ghana. Moreover, various aspects of work conditions of the Library staff such as salary, health insurance, accommodation and other facilities need to be improved.

Key words: Motivation, Motivation factor, Library staff.

Introduction

Generally, it is believed that motivation is a personal trait. People are labeled to be lazy because they do not display an outward sign of motivation. Individuals differ in their basic motivational drives as this depends upon their areas of interest. The idea of motivation is situational and its level differs between different individuals at different times. Motivation as a factor, affects the performance of Library staffs. It is a basic psychological process and refers to the force within the person that affects direction,

intensity and persistence of voluntary behaviour. To Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private or non-profit". In the words of Vanbaren (2010), work motivation is a process used to encourage and inspire workers to perform their jobs thoroughly and well. Every employer wishes to hire positively motivated people who want to work and will continue to try hard throughout the total period of employment. The libraries in CSIR need highly motivated Library staffs so as to attain their goals and produce good research results.

Motivation is the desire or drive within a person to achieve some goal. Within is the operative word here, for motivation is an internal condition based on a person's perceptions and needs (Ricks, Glinn and Daughtrey, 1995). The term motivation derives from the Latin word movers, "to move". It is virtually impossible to determine a person's motivation until that person behaviour or action an individual performs at each moment in time, the initiation and persistence of an intentional, goal - directed activity (Mifflin, 1995).

Motivation is getting others to do something because they want to do it. To motivate others is one of the most important management tasks. It comprises the abilities to understand what drives people, to communicate, to involve, challenging, to encourage, setting an example, to develop and coach, to obtain feedback and to provide a just reward. Motivation is about cultivating your human capital. The challenge lies not in the work itself, but in you, the person who creates and manages the work environment (Cook, 1991).

There are many factors that determine people's behaviour to motivate them. These are psychological needs, physiological drives, survival, urges, emotions, hurts, impulses, fears, threats, rewards (money, friendship, status), possessions, wishes, intentions, values, mastery, freedom, intrinsic satisfaction, self-satisfaction, interests, pleasure, dislikes, established habits, goals, ambitions and so on.

Statement of the Problem

It is imperative to recognize that factors that affect the library employee as an individual can impact on his or her performance as a service provider. Motivation is key to

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librarians as to any other profession. Various criticisms have been leveled against the staff of CSIR library staffs. This criticism may have risen from out dated belief that the CSIR library staffs do not nurse any sense of commitment to his/her job. The inherent problem identified is that CSIR management has attempted several programmes to motivate employees, yet this has not worked for every category of staff in the library. Aziagba (2009) therefore emphasized that it is high time to stress on staff development with a view to improving library services as a whole. In view of this, this study seeks to identify the key factors of motivation for Library staff at CSIR, Ghana.

Objectives of the Study

The study was based on the following objectives:

a). To identity the factors responsible for low and high motivation of Library staffs within the CSIR.

b) To investigate how far the will of Library staffs affects their job.

c) To determine the socio—economic factors affecting the motivational level of Library staffs.

Significance of the Study

The study would be helpful to identify the factor affecting Library staff motivation at the CSIR in Ghana. This study would focus on effectiveness of library in research. Moreover this research detailed on studying the motivational ability of Library staffs. Library staffs are one of the great assets in our research institutions especially in the CSIR, Ghana

Limitation/Delimitation of the Study

Due to limited time and resources, the study was delimited to CSIR in Ghana. Other research institutions were not included in the sample.

Review of Literature

The study of motivation is concerned with why people behave in a certain way. The basic underlying question is, why do people do what they do? Motivation is described as direction and

persistence of action (Mullins, 2002). It is about why people choose a particular course of action in preference to others and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems (Ingham, 2000)

According to Dembo (2004), motivation is the internal process that gives behaviour its energy and direction. These goals include ones goal, beliefs, perception and expectation. He further asserted that the individual beliefs about the causes of one's failure and success on a present task influence his/her motivation and behaviour on a future task.

Motivation causes people to make choices from available alternatives about how best to allocate their energy and time. People normally tend to be more motivated in activities or relationships that offer the greatest perceived reward. For example the desire for teachers who want to win the national, regional or district best teacher award motivates them to work harder.

Motivation theorists talk about intrinsic and extrinsic motivators. Extrinsic motivators come from outside the person and include such things as pay, bonuses and other tangible rewards. On the other hand, intrinsic motivators come from a person's internal desire to do something motivated by such things as interest, challenge and personal satisfaction (Dessler, 2001; Robbins and Longton, 2003, Mullins, 2002).

Other scholars believe that, the factors associated with achievement, recognition, challenge work responsibility, advancement, self-respect, personal growth, learning on the job and professional development (Herzberg, Mausner, and Snyderman 1959; Ellis, 1992). These factors according to these writers, when present in a work situation, motivate the individual in his or her performance.

Concepts of motivation include the expenditure of effort to achieve a goal (Mathis, and Jackson, 2000); creating forces that power and drive behaviour (Bursahoglu, 2002); improving a situation perceived to be difficult by the individual and meeting his need (Dull 1981); providing driving forces to urge people into action (Genc, 1987); increasing employee's willingness to work and making them believe that they will satisfy their personal needs best if they work efficiently in the organization (Yuksel, 1998) Motivation over the years has become a watchword in the circles of industrial relations. It has becomes very evident in human resource management and development that, people in organization are most important resource (asset) of the organization. People in organizations are the only factor of production that

has the inherent ability to combine all the other factors of production to maximise organizational productivity. .

According to Cole (2000) motivation is a term use to describe those processes, both initiative and situational by which people seek to satisfy the basic drives, perceived needs and personal goals, which trigger human behaviour. Robin (2003) describes motivation as the willingness to exert high levels of effort towards organization goals conditioned by the efforts and ability to satisfy some individual needs. It is the willingness on the part of an individual to productively and efficiently performing at higher levels than required of him under normal circumstances for achieving organizational goals (Deci and Ryan, 1985)

Extrinsic motivation plays an important part in people's life. It is very important in influencing a person's behaviour. Therefore, the aim of the organization should be to build on and enhance the intrinsic motivation for Library staffs to work effectively and at the same time, to supply some extrinsic motivation along the way for institutional improvement (Kerlinger, 1993).

Methods and Procedure

All the Library staffs within the CSIR institutes constituted population of the study. The sample of this study consisted of Library staffs in the 13 research institutes within the CSIR. These are Animal Research Institute (ARI), Food Research Institute (FRI), Institute of Industrial Research (FRI), Institute for Scientific and Technological Information (INSTI), Science and Technology Policy Research Institute (STEPRI), Water Research Institute (WRI), Plant Genetic Resources Research Institute (PGRRI), Oil Palm Research Institute (OPRI), Building and Road Research Institute (BRRI), Crops Research Institute (CRI), Forestry Research Institute of Ghana (FORIG), Soil Research Institute (SRI) and Savanna Agricultural Research Institute (SARI). In all the 54 Library staffs were selected for the study

Research Instruments

Questionnaires were used as a research instruments. The questionnaires were prepared for Library staffs. The questionnaires were developed on the format of closed ended questions which covered all the aspects of Library staff related factor such as reward and incentive within the CSIR. The questionnaire consisted of 9 main parts. These are motivation, promotion, involvement in goal setting, supervision, job satisfaction, recognition, work condition, age (years), experience (years)

Data Collection:

Data from the field was collected through questionnaires. The researcher administered the questionnaires personally. The researcher visited the institutes mentioned in the sample for obtaining the opinions of the Library staffs.

Data Analysis:

The data obtained were tabulated and analyzed by using statistical techniques, means, standard deviation, correlation and multiple regression. On the basis of analysis and interpretation of data, conclusions were drawn and recommendations were made.

Results and Discussion

Characteristics of respondents

The results from Table 1 show that majority (90.7%) were males with approximately 82% holding bachelor's degree. A majority (68%) were less than 39 years of age and average working experience of 11 years. The average age of library staff was 37 years. The low number of female library staff may be attributed to less motivation of females in the CSIR. This gives an indication that the trend is changing with more young graduates entering the library profession probably as a temporal employment whiles waiting for their potential opportunities.

There were thirteen (13) staffs that had a minimum of Diploma in library qualification. This gives an indication that, the institutes within the CSIR have the requisite and qualified library staff of Library studies.

Table 1. Background characteristics of library staff within the CSIR

Factors	Categories	Frequency	Percentage	Mean	SD
Sex	Male	40	74.0		
	Female	14	25.9		
Educational Level	Diploma	13	3.7		
	Bachelor (B.A.)	24	44.4		
	Post Graduate Dip	3	5.5		
	Masters	14	25.9		
Age (Years)	Less than 30	7	14.0		
	30 - 39	27	54.0		
	40 - 49	9	18.0	37	8.62
	50 - 59	9	14.0		
Experience (Years)	1 - 10	30	57.7		
	11 - 20	15	28.8	11.13	8.04
	21 - 30	6	11.6		
	More than 30	1	1.9		

N=54 Field Data, 2014

Factors of motivation

The results from the study again (Table 2) show that library staff of the CSIR perceived levels of motivation, involvement in goal setting, supervision, job satisfaction, and recognition to be average (πbetween 2.55- 3.54), but their perceived level of work condition in the CSIR to be low (π=2.28). These imply that the levels of motivation and other related factors mentioned except work condition are quite good but below the staff expectation. The standard deviations of less than 1 of work condition indicate the level of

consistency in agreement among the library staff in the institutes especially the standard deviation of work condition (0.56). Promotion was perceived to be the highest motivation related factor. The findings on working condition agree with Maslow (1943) in his theory also indicated physiological need being the basic needs for which good salary of library staff can meet

Table 2. Mean levels of motivation and related factors in the study

Factors	N	Mean(π)	Level*	S.D.
Motivation	54	2.72	Average	0.67
Promotion	52	3.47	Average	0.74
Involvement in goal setting	53	3.14	Average	0.60
Supervision	54	3.09	Average	0.61
Job Satisfaction	54	3.02	Average	0.33
Recognition	54	2.80	Average	0.63
Work Condition	54	2.28	Average	0.56
Age (Years)	50	37.00		8.61
Experience (Years)	52	11.13		8.04

N= 54. Field Data, 2014. Scale for interpreting Motivation and related factors

Mean levels*(π) =1.00-2.54=Low; 2.55-3.54=Average; 3.55-4.45=High; 4.55-5.00=Very high

Relationship between motivation and other related factors

There was positive and significant relationship between motivation and each of the following: work conditions (r=0.451), recognition (r=0.510), and involvement in goal setting (r=0.417) at 0.01 alpha level. The significant positive relationships imply that effort at improving motivation must include improving working conditions, recognition, and involvement in goal setting among the library staff. A report by Abassi and Hollman, (2000) confirmed that Library staff' participation in goal setting and decision making results in high sense of involvement and

motivation and more responsible for their output. An empirical study of Ali and Ahmed (2009) reported a very high correlation (r=0.91) between motivation and recognition. While not significant at 0.05 alpha level, there were positive relationship between motivation and the following: supervision (r= 0.165) and Age (r=0.271). Though not significant, the negative relationship observed between Motivation and Educational level (r= - 0.220) suggested that higher educational level do not necessarily result in motivation of library staff since this may not result in any significant improvement in their working conditions and salary. It is noteworthy that Age of library staff had positive and very high significant relationships with experience which imply that aged library staff had had much experience in library work. The very low relationship between motivation and promotion (r=0.097) shows that promotion in the service does not lead to motivation of the Library staff to give their best since promotion may not results to any significant improvement in work conditions. There were no significant relationship between motivation and years of experience (r=0.030); motivation and job satisfaction (r=0.032); and Job satisfaction and years of experience (r=0.097). Nagy and Davis (1985) in their study indicated otherwise that increasing years of experience correlated with job satisfaction and motivation. Stress has been found to reduce with years of experience thus staff with more experienced tends to be more motivated and satisfied than the youth who are less experienced (Nagy and Davis, 1985)

Table 3. Correlation matrix of motivation and related factors of library staff in CSIR

	Y	JS	SUP	WC	REC	PRM	IGS	AGE	EXP
Y	1								
JS	.032	1							
SUP	.165	.249	1						
WC	.451**	.078	.475**	1					
REC	.510**	.196	.372**	.362**	1				
PRM	.097	.160	.338*	.287*	.198	1			
IGS	.417**	.268	.348*	.390**	.340*	.453**	1		
AGE	.271	-.053	-.062	.128	.171	.288*	.131	1	
EXP	.030	.097	-.057	.034	.046	.355*	.077	.849**	1
EDU$_{(a)}$	-.220	-.211	-.037	-.130	-.209	-.098	-.226	-.079	.080

Field Data, 2014. *$p<0.05$, **$p<0.01$, a=Spearman Brown

Best predictors of motivation of library staff of CSIR

Table 4 shows the stepwise multiple regressions of motivation and related factors. Recognition and work conditions were the best predictors of motivation of library staff in the CSIR. These two variables (recognition and work condition) together contributed 31.5% explanation to motivation of the staff (see adjusted R2 column in Table 4) in the CSIR. Recognition was the overall best predictor variable contributing 24.6% explanation in the variations in motivation of the library staff. Work condition contributed 6.9% explanation in motivation of library staff in CSIR of Ghana. Ali and Ahmed (2009) found that 60% of the variation in motivation of workers can be attributed to recognition and opined that if recognition offered to employees are altered, then there would be a corresponding change in work motivation

Table 4. Stepwise multiple regression of motivation and related factors

Predictors	Step of Entry	Beta (standardized	R^2	Adj. R^2	Adj.R^2 Change	S.E.E	F. Reg.	F. Sig*
REC	1	.399	.260	.246	.246	.581	17.931	.000
WC	2	.306	.341	.315	.069	.554	12.963	.00

n=54*p<0.05

 Source: Field Data, 2008

Dependent Variable (Y): Motivation

Regression Equation (from unstandardized Beta)

Motivation = 0.703 + 0.423, REC + 0.364WC,

Motivation = 0.703 if β 1 = β 2 = 0

This gave an indication that recognition of library staff in the CSIR was far more important than work condition if respondent library staff are to be motivated.

CONCLUSIONS AND RECOMMENDATIONS:

Library staffs in the CSIR are mostly males. About Eighty-two percent hold bachelor's degree. The mean age of Library staff was 37 years, with a considerable working experience of mean of 11 years. The Library staff had requisite qualification to work in the libraries of the CSIR institutes. Motivation, involvement in goal setting, supervision, job satisfaction, and recognition levels were satisfactory but below the expectation of the Library staff. There were positive and significant relationship between motivation and work conditions (r=0.451), recognition (r=0.510), and involvement in goal setting (r=0.417) even at 0.01 alpha level. Recognition and work conditions were found to be the best predictor variables of motivation of Library staff in

the CSIR. The two factors together contributed about 32% explanation to motivation. Recognition was the overall best predictor factor contributing approximately 25% explanation in the variations in motivation and work condition contributing about 7% explanation in motivation of the Library staff. Therefore, recognition and work condition are the most important motivating factors for Library staff in the CSIR of Ghana.

The study, therefore, recommends that CSIR in collaboration with the Ministry of Science Technology and Innovation should address the issue of recognition and work conditions in a bid to improve library staff motivation. Library staff recognition by both management and Directors within the various institutes needs to be strengthened. Careful consideration should be given to verbal recognition for good performance from Directors when necessary. Management of the various institutes should also show verbal appreciation for Library staff' efforts. It is also recommended that other material rewards apart from the Best Worker Award be instituted to recognize the Library staff for their contribution to research in Ghana. Moreover, various aspects of work conditions of the Library staff such as salary, health insurance, accommodation and other facilities need to be improved. Adequate provision should also be made for annual leave of Library staff.

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