



## **Job Motivation As A Predictor Of Job Satisfaction Among Professional And Non- Professional Library Staff In Ambrose Alli University, Ekpoma.**

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### ***Abstract:***

*Human capital formation of any country depends to a large extent on the level of human capital development. So, it is important that people are properly developed, effectively managed and efficiently motivated in order to achieve high productivity which will have a spill over on the nation's economic productivity. This study examined job motivation as a predictor of job satisfaction among professional and non-professional library staff in Ambrose Alli University, Ekpoma. The study reveals that there are motivational packages that significantly predict the satisfaction of library staff and there is no significant difference between the satisfaction derived by professional and non-professional library staff. The study further showed that library staff derived most satisfaction from salary/pay, library policies and administration, advancement and personal growth and job security. Therefore, the management of library should intensify and sustain policies that will enhance these factors. Since needs are not static, top management should ensure regular survey of staff satisfaction in the library sub-unit of the institution in order to have a well satisfied workforce that can discharge better services to library users.*

*Key words: Motivation, Predictors, Job Satisfaction; Librarianship; Professional, Non –Professional, Staff.*

## 1. Introduction

The human capital development of any nation depends to a large extent on the development of its people. So, it is important that they are properly developed, effectively managed and efficiently motivated (Clark, 2005). Education in turn is highly recognized as the crucial element in developing the human resources in a country. Given the widely recognized roles of universities in the growth and development of human society, and the supportive role of the university libraries in the attainment of these goals, it is simply natural to effectively nurture and develop them to ensure that they have the best environment for intellectual nourishment and growth (Jega, 2009).

Clark (2005) however, observed that poor funding of education has serious adverse effect on the stability of the system, ability to attract and retain staff with high job satisfaction and commitment to work/organization as well as acquire and maintain facilities and equipment. The library as an organization has the role of advancing education in the society because of the pivotal role it occupies in the pursuit of academic excellence. The functions of the university libraries are influenced by the context in which the parent organization operates. While the oil boom of the 1970s facilitated the adequate funding of universities and their libraries by federal and state governments, the academic libraries were not finding it difficult to support their parent institutions in meeting their stated objectives of teaching, learning and research. With the economic downturn of the 1980s, the situation of libraries in Nigerian universities changed tremendously. As of present, most Nigerian university libraries, like their parent institutions, run on an ailing economy. Corroborating this statement, Aguolu (1996, cited in Ifidon 2006) noted that since the onset of the recession, the government has been giving the universities grants that are not commensurate with their rapid growth in the number of faculties, departments, staff and students. This tenet of poor funding has continued unabated. This is obvious, as university libraries have problems in acquiring and maintaining core collections, representing their university's curricula and activities; and as such, the university libraries that have hitherto been regarded as the heart beats of their parent institutions can no longer effectively uphold the objectives of their parent bodies Edeka (1991) and Ifidon, (2006).

More so, in the traditional era of libraries and librarians, resources were always in the printed pages and the strength of the library services was based on manual/ physical delivery of library-held information resources to the clientele (Omeku, 2000). The trend

in Information Communication Technology (ICT) has however changed the demand of users. Students are growing up learning, thinking, working, socializing and communicating in the digital environment. The users want fast and accurate information and they want the library to provide them with what they need on a 24/7 hour basis to cater for their formal and informal learning needs. Libraries are therefore adjusting their services and facilities to create supportive learning environment for these digital students. The need to provide new services and the challenges in users expectations has expanded the traditional role of the library and library personnel. This is because modern ICT tools, especially the Internet and web-based technologies provide library staff an opportunity to offer library users access to a variety of value-added information services. Such services according to Chisenger (2006), include: web-based Online Public Access Catalogue (OPAC); electronic- based inter-library loan and document delivery services and providing facilities for accessing information amongst others. This era of novel information services in librarianship requires that librarians be motivated in order for library users to get the desired information services they require.

Green, Chiver and Mynott (2000) further corroborated that it is a commonly held belief that having well-motivated staff is a significant factor in providing an effective library and information service. Dada (2008) however observed that the task of ensuring a high level of staff motivation requires from library managers, a range of managerial, sociological and psychological skills for which they had little or no knowledge at all. Furthermore, the hierarchical structure existing between the organization and its workforce may be difficult to surmount without the cooperation of both the professionals and non- professionals in the workplace. Silverthorne (1996 cited in Dada 2008) posits that an effective organisation will ensure that there is that spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. Hence, adopting motivational techniques such as conducive working environment, good rapport between supervisor and subordinate, regular promotions and, functional financial incentives amongst others will obviously provide the tendency for effective performance. This will enhance workers satisfaction and commitment to their jobs as individuals.

The objective of this study is to examine job motivation as a predictor of job satisfaction among professional and non- Professional library staff in Academic libraries: Evidence from Ambrose Alli university Library, Ekpoma.

### *1.1 Research Questions*

The following research questions have been raised to guide this study:

- 1) what factors of job motivation predicts the satisfaction of library staff in Ambrose Alli University library, Ekpoma
- 2) What is the difference in the level of satisfaction derived from the motivation packages between the professional and non- professional library staff?

### *1.2 Research Hypothesis*

The following research hypotheses were subjected to various tests to further support the study:

- 1) There are no factors of job motivation that significantly predict the satisfaction of library staff in Ambrose Alli University library.
- 2) There is no significant difference in the level of job satisfaction derived from job motivation packages between the professional and non-professional library staff.

## **2. Review Of Related Literature**

The term motivation is derived from the Latin word 'movere', meaning to move (Kretiner and Kinicki 1998). Luthans (1998) sees motivation as the management process of influencing behaviour based on the knowledge of what makes people tick. He further observed that motivation is the process that arouses, energizes, directs and sustains behaviour and performance. In essence, it is the process of stimulating people to action to achieve a desired goal or task. Hence, motivation of library workers is crucial to them achieving their desired job satisfaction vis-à-vis organizational commitment. Motivation represents "those psychological processes that contributes to a person's degree of commitment (Stoke, 1999). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction. Stoke, in Adeyemo (1999) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that goes into a person's performance even among librarians. Factors such as ability, resources, and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can stimulate employees in organizations. According to Tella, Ayeni and Popoola (2007) if managers

know what drives the people working for them, they can tailor job assignments and rewards to what make these people “tick.” Motivation is thus conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. To Olajide (2000), “it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or nonprofit” as in the case of the library. Corroborating this assertion, (Mitchell 1982) stated that motivation causes the arousal, direction, and persistence of voluntary actions that are goal oriented. As opined by Robbins (1993), motivation is the “willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual needs.” A need in this context is an internal state that makes certain outcomes appear attractive. An unsatisfied need creates tension that stimulates drives within the individual. These drives then generate search behaviour to find particular goals that, if attained, will satisfy the need and lead to the reduction of tension (Sunil, 2004). An unsatisfied need is the starting point in the motivation process and becomes the first link in the chain of events leading to behaviour. The unsatisfied need leads the individual to perform behaviour to satisfy the need. Achieving the goal satisfies the need and the process of motivation is brought to a logical conclusion.

McShane and Glinow (2005) conceptualised job satisfaction as multi-faceted concept, that is made up of past and present oriented pleasurable feeling that results when one evaluates his or her work role. The definitions of job satisfaction can therefore be summed as a collection of attitudes, feelings, beliefs and behaviour one has towards his or her job. In support of this assertion, Sempane, Rieger & Roodt (2002) defines job satisfaction as a pleasurable or a positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction can be viewed as an employee’s observation of how well their work presents those needs which are important to them. Therefore, Library managers should have some understanding of the factors that influence librarians' satisfaction with their work lives and the impact this satisfaction has on librarians' involvement in their libraries especially when changes are implemented. For the purpose of this study it can also be concluded that job satisfaction is a work related attitude that symbolizes an emotional feeling of accomplishment that can be either quantitative or qualitative (Newstrom & Davis 1997).

The relationship between job motivation and satisfaction has been widely researched in the field of management in relation to other professions. But in Nigeria, only very few studies have explored the concept especially among university library sector employees

in Ambrose Alli university, Ekpoma. The library managers should take cognizance of the fact that the human factor is crucial for organizational survival, and that service excellence will only be achieved when employees are motivated and excited by their work. In addition, it has been observed that fear and job insecurity create severe stress in employees and results in reduced workplace performance (Klei 2002). Only motivated and satisfied workforce can deliver powerfully to the bottom line. Since employee performance is a joint function of ability and motivation, the library manager's primary task should be to focus on employees' motivation to enable them perform to the best of their abilities (Moorhead & Griffin 1998).

According to Sempane, Rieger & Roodt (2002), "Job satisfaction relates to how employees evaluate their jobs against those issues that are important to their needs. Librarians play a significant role in the development of national economy worldwide. Ensuring their motivation at the workplace will enable them deliver quality services to their clientele. Such outstanding services provided by these employees create a niche in the sight of the patrons, which plays an essential role in providing users' satisfaction.

Pinder (1998) described job motivation as the set of internal and external forces that initiate work-related behaviour, and determines its form, direction, intensity and duration. Pinder further contended that an essential implication of this definition is that job motivation is an invisible, internal and hypothetical construct. Thus, researchers need to rely on established theories to guide them in the measurement of observable manifestations of job motivation. Du Toit (1990) asserted that three groups of variables can influence job motivation – individual characteristics such as employee's personal interest, values and needs, work characteristics such as task variety and responsibility, and organizational characteristics such as its policies, procedures and customs. To Van Niekerk (1987), job motivation is the creation of work circumstances/environment that encourages workers to perform a certain activity or task of their freewill, in order to reach the goals of the organization and simultaneously satisfy their own needs. Therefore, employee motivation and job satisfaction cannot be separated because they complement each other and respond to different organizational variables like productivity and working conditions. Employee job satisfaction depends on people's insight and behaviour at work place which is propelled by a set of intrinsic, extrinsic needs and by their view of numerous jobs related and organization related attitudes including personal characteristics like gender, age, health and social relationships (Ayub, 2011).

Research studies have shown that there is a very strong relationship between job motivation and job satisfaction. For instance, Hoole and Vermeillen (2003) found that the extent to which people are motivated by outward signs of positions, status and due regard for rank is positively related to their experience of job satisfaction. Following the above assertion, Ayub (2011) investigated the relationship between work motivation and job satisfaction. The sample comprised of 80 middle managers (46 males and 34 females), working in different banks in Karachi, Pakistan. Spector (1997) job satisfaction survey JSS scale was used to gather data for satisfaction while Gagne *et al.* (2010) motivation at work scale instrument was used to gather data for work motivation. A Pearson Product Moment Correlation Coefficient was calculated for the correlation between work motivation and job satisfaction and descriptive statistics was used for demographic information. All the statistical analysis was done using the Statistical Package for the Social Sciences (SPSS), version 16.0.

The result showed that there was correlation between work motivation and job satisfaction significant at  $p = 0.00$ ;  $r = .563$ . The study further revealed that subscales of job motivation and satisfaction are correlated and that the correlation is significant at the level of 0.05 (1-tailed). The findings in this study are consistent with that of Brown and shepherd (1997) who reported that motivation improves workers' performance and job satisfaction. The result also concurs with Chess (1994) who reported that certain motivational factors contribute to the prediction of job satisfaction. Ayub (2011) revealed that the bank managers were motivated by a good working environment with the colleagues, interesting assignments, feedback, and money which are capable of satisfying basic needs such as food and security including other more sophisticated needs such as recognition and influence. In other words, financial compensation is assumed to play a significant part when people choose jobs, stay in jobs, and are motivated in jobs. The findings explained that when employee's basic and higher needs are met at the workplace, the employee will have a positive attitude towards job that will eventually lead to job satisfaction. Since the study illustrated that work motivation improves job satisfaction, if employers are caring, supporting and focus their attention on motivating factors, the outcome will lead to more productive, satisfied and committed employees.

### **3. Theoretical Frame Work**

In this section, efforts would be made to highlight on the theories that support this study with particular reference to the various theories of Job motivation and satisfaction. No

single theory has a universal approach to explain human behaviour because of the complexity in human nature (Donnelly, Gibson, and Ivancevich 1995). According to Sunil (2004), motivation theories can be categorized into two: Content theories and process theories. The content theories are concerned with identifying what factors in an individual or the work environment that energizes behaviour. The theories assume that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in jobs. On the other hand, the Process theories try to describe how behaviour is energized, directed, and sustained. A common characteristic of the process theories is that they all emphasize the difference in people's needs and focus on the cognitive processes that create these differences. Content theories include among others, Abraham Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory of job satisfaction while the process theories consist of Valence, Instrumentality and Expectancy (VIE), and Job Design Theories. However, this study is based on Herzberg's two – Factor Theory (Motivators/ Hygiene Theory ).

According to Herzberg (1974) there are two factors relating to satisfaction and motivation in the workplace; satisfiers and dissatisfiers.

- Satisfiers relate to the content of the work such as “achievement, recognition for achievement, interesting work, increased responsibility, growth, and advancement. Herzberg (1974, p18).”
- Dissatisfies are related to how employees are treated and include such items as “company policy and administration practices, supervision, interpersonal relationships, working conditions, salary, status, and security. Herzberg (1974 ,p18).”

Applying this theory to librarianship for instance, if university education improvement depends, fundamentally, on the improvement of library services, ways to increase librarians' motivation and capabilities should be the core processes upon which efforts to make university education more effective focus. In addition, highly motivated and need satisfied librarians can create a good social, psychological and physical climate in the library. Exemplary librarians appear able to integrate professional knowledge (subject matter and pedagogy), interpersonal knowledge (human relationship), and intrapersonal knowledge (ethics and reflective capacity) when he or she is satisfied with the job (Collinson, 1996).



It is the opinion of this study that no matter how highly motivated to perform a librarian may be, he or she needs to possess the necessary ability to attain the expected level of performance. Nevertheless, it is hoped that if university administrators and education policy makers can understand librarians' job motivational needs, they can design a reward system both to motivate librarians and meet the educational goals of the university. Herzberg believed that motivators such as responsibility, autonomy, respect and recognition from superiors, a sense of wellbeing, and the opportunity to have one's ideas adopted must be built into the job.

#### **4. Research Methodology**

##### *4.1 Research Design*

The study employs descriptive survey research design to collect data in order to test hypotheses and to answer questions concerning the current status of the subject of the study. A descriptive survey design is a type of self-report research that collects data from members of a population in order to determine the current status of that population with respect to one or more variables (Gay 1987). The design was chosen for this study because the study is a self-report research that would enable the researcher to collect data from Ambrose Alli University library staff in order to determine whether job motivation is a predictor of their satisfaction on the job or not.

##### *4.2 Population of the Study*

The population for this research include the professional and non-professional library staff in the thirteen service points in Ambrose Alli University, Ekpoma.. There are thirty one (31) library staff in Ambrose Alli University that falls within the purview of this study. Of the 31 library staff, 9 are professionals while 22 are non-professionals.

##### *4.3 Sample and Sampling Technique*

A sample size of 25 library staff, representing 81 percent of the population was used for the study. The sub-groups are the professional and non-professional library staff (5 professionals and 20 non-professionals). Self-judgment sampling technique was employed in the administration of the questioners. The other variables such as gender, age, academic qualifications, professional status and working experience were determined from the responses of the respondents from the questionnaire.

#### *4.4 Research Instrument*

The questionnaire which is the only instrument used in the collection of the required data for this study was based on Herzberg's Two Factor Theory of Motivation. This is because the items therein present a detailed picture of the workers specific satisfaction and dissatisfaction attributes. Above all, it is simple, quicker and easier to administer. The questionnaire designed for use in this study, consist of four sections, A, B, C and D. Section A has 7 items, such as gender, age, professional status and qualification, relating to the biographical profile of the respondents. Section B has 11 items that measure the Level of Job Motivation (LJM) of the subjects under study. Such items include: advancement and personal growth, sense of achievement, recognition by others, responsibility within librarianship, working condition, work itself, salary/pay, library policy and administration, job security, level and quality of supervision and interpersonal relationships are based on Herzberg's Two Factor Theory of Motivation.

### **5. Data Presentation And Analysis**

This section dwell on the presentation of data and analysis retrieved from the field through the questionnaire instrument to ascertain job motivation as a predictor of job satisfaction among professional and non-professional library staff in Ambrose Alli University, Ekpoma (A.AU). To accomplish this, the data were carefully presented in tables and analyzed using simple percentages and t-test static in line with the hypothesis stated in the study. Data collected on demographic variables were processed and reported in percentages through the descriptive analysis.

Table 1 below shows the distribution of respondents' gender and age range, highest educational level and marital status are revealed in table 2 while length of service and professional status are shown by table3.

<b>GENDER</b>	<b>Percentage</b>
Male	5 (20)
Female	20 (80)
<b>AGE RANGE</b>	
20-29	-
30-49	8 (32)
40-49	11 (44)
50-59	4 (16)
60 years and above	2 (80)

*Table 1: Demographic characteristics of the respondents.*

<b>Characteristic</b>	<b>Percentage</b>
<b>EDUCATIONAL QUALIFICATION</b>	
WESCE/GCE/NECO/NCE	
DLS/OND/HND	2 (8)
BLS/B.SC/B.ED	17 (68)
MLS/MSC	5 (20)
Any other	1 (4)
<b>MARITAL STATUS</b>	
Single	1 (4)
Married	24 (96)

*Table 2: Social characteristics of the respondents*

<b>Characteristic</b>	<b>Percentage</b>
<b>YEAR OF SERVICE</b>	
< 5	-
5-10	4 (16)
10-15	15 (60)
15 >	6 (24)
<b>PROFESSIONAL STATUS</b>	
Professional	8 (32)
Non-professional	17 (68)

*Table 3: Job characteristic*

Table 1 shows the distribution of respondent's gender and age range. The table shows that the majority of the respondents were in the age group of 40-49 years consisting of 44%. It was followed by the age group of 30-49 years consisting of 32%. This is followed by 50-59 years which is 16% of the respondent only 8% are in the range of 60 years and above.

- Highest Educational Level: 68% of the respondents were graduates, 20% are master holders while 8% are diploma holders. Overall, the respondents appear to be educated with almost 88% holding at least a bachelor's degree (see table 2).
- Marital Status: Most of the respondents were married. 24, representing 96% of the respondents while the remaining 1, constituting 4% of the respondents is still single (see table 2).
- Job Status: Since the study was aimed to x-ray the job motivation packages that predict the satisfaction of the professional and non-professional library staff in Ambrose Aill University Ekpoma; a research question was posed to find out whether the respondents are professional or non-professional. From table 3, 32% are professionals while 68% are non-professional library staff.
- Length Of Services: 60% of the respondents had 10-15 years of service. The second highest was 15 and above years with 24% while 16% are within the year of service range of 5-10 years.
- Hypothesis one: There are no factors of job motivation that significantly predict the satisfaction of library staff in Ambrose Alli University. This report is presented in table 4 below.

S/N	DATA FIELD	% OF RESPONDENTS					
		SA	A	D	SD	% level of satisfied Staff	% level of dissatisfied Staff
1.	Advancement and personal growth	36	40	20	4	76	24
2.	Sense of Achievement	32	40	16	12	72	28
3.	Recognition by others	24	44	20	12	68	32
4.	Responsibility within librarianship	20	36	16	28	56	44
5.	Work itself	44	32	8	16	76	24
6.	Pay/salary	56	40	4	-	96	4
7.	Library policies and administration	44	48	4	4	92	8
8.	Working condition	20	40	28	12	60	40
9.	Level and quality of supervision	32	40	12	16	72	28
10.	Interpersonal relationship	12	40	32	16	52	48
11.	Job security	32	44	8	16	76	24
	Mean Percentage	32	44.4	15.3	12.3	72.4	27.6

*Table: 4 Factors of Job Motivation that Predict Satisfaction. Sources, field survey, 2013*

A statistical summary of the percentage responses of the eleven variables have been estimated in order to determine the level of satisfaction/dissatisfaction, the library staff have in different aspects of their job and in general. The average percentage on the eleven variables, namely the advancement and personal growth, sense of achievement, recognition by others, responsibility within librarianship job, work itself, pay/salary, library policies and administration, working condition, level and quality of supervision, interpersonal relationship and job security were calculate as the measurement of the percentage level of satisfaction. Result on table 6 showed the percentage level of satisfaction of the staff.

The percentage score shows that the librarian appeared to be satisfied with advancement and personal growth (76>24), sense of achievement (72>28), recognition by others (68>32), responsibility within librarianship job (56>44), work itself (76>24), pay/salary (96>4), working condition (60>40), level and quality of supervision (72>28), interpersonal relationship (76>24) and job security (72>24). On the whole 72.4 percentages of the staff were satisfied with the available motivational packages while 27.6 percentages were unsatisfied. This implies that there are factors of job motivation that significantly predict the satisfaction of library staff in Ambrose Alli University library. Thus, we reject the null hypothesis and accept the alternate hypothesis which stipulated that there are factors of job motivation that significantly predict the satisfaction of library staff in Ambrose Alli University. Table six further revealed that the library staff are more satisfied with salary/pay, library policy and administration, advancement and personal growth and finally with job security. They are least satisfied with interpersonal relationship, responsibility within Liberianship job and working condition.

#### *5.1.The Relationship Between Level Of Job Satisfaction Derived By Professional And Non-Professional Liberians*

In order to determine the level of difference in the satisfaction derived by professional and non-professional library staff in Ambrose Alii University, the t-test statistic was employed. This was to enable the researcher to test hypothesis two of the study.

Hypothesis two: There is no significant difference in the level of job satisfaction derived from job motivation packages between the professional and non-professional library staff. The t-test statistic calculation is shown in table 5 as follows:

S/n	Professional		Non-professional	
	(X <sub>1</sub> )	X <sub>1</sub> <sup>2</sup>	(X <sub>2</sub> )	X <sub>2</sub> <sup>2</sup>
1.	4	16	15	225
2.	5	25	13	169
3.	3	4	14	196
4.	4	16	10	100
5.	5	16	15	225
6.	4	16	20	400
7.	3	9	20	400
8.	3	9	12	144
9.	4	16	14	196
10	3	9	10	100
11.	5	25	14	196
	ΣX <sub>1</sub> = 42	ΣX <sub>1</sub> <sup>2</sup> = 166	ΣX <sub>2</sub> = 157	ΣX <sub>2</sub> <sup>2</sup> = 2351

Table: 5. Level of Job Satisfaction Derived By Professional and Non-Professional Liberians

$$\bar{X}_1 = \frac{\sum X_1}{N} = \frac{42}{11} = 3.8$$

$$\bar{X}_2 = \frac{\sum X_2}{N} = \frac{157}{11} = 14.3$$

The T-test formular for equal distribution are

$$\begin{aligned}
 t_{n_1 + n_2 - 2} &= \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\left( \frac{\sum X_1^2}{N} - \frac{(\sum X_1)^2}{N} \right) \frac{1}{N} + \frac{1}{N}}} \\
 &= \frac{3.8 - 14.3}{\sqrt{\frac{166}{11} - \frac{42^2}{11} + \frac{2351}{11} - \frac{(157)^2}{11}} \left( \frac{1}{11} + \frac{1}{11} \right)} \\
 &= \frac{-10.5}{\sqrt{166 - 160.4 + 2351 - 2.2408(0.18)}} \\
 &= \frac{-10.5}{20}
 \end{aligned}$$

$$\begin{aligned}
 &= \frac{-10.5}{\sqrt{\frac{5.6+19.8}{20}}} \\
 &= \frac{-10.5}{\sqrt{25.4}} \\
 &= \frac{10.5}{5.04} \\
 &= -2.08 \\
 &|t| = 2.08
 \end{aligned}$$

The degree of freedom

$$= = tn_1 + tn - 2 = 11 + 11 - 2 = 20$$

From the statistical table t-valued = 2.0%

Variable	N	X	DF	t-cal	t-critical	Level of significant	Remark
Professional	11	42	20	2.08	2.09	0.05	Not significant
Non-professional	11	157					
Total	22						

*Table 6: Summary of T- test. Analysis*

The summary of t-statistic calculated is 2.08 while t-statistic table value is 2.09. Since t-calculated is less than t table value ( $2.08 < 2.09$ ) we accept the null hypothesis which implies that there is no significant difference in the level of job satisfaction derived from job motivation packages between professional and non-professional library staff in Ambrose Alli University library.

## 6. Conclusion

The human capital formation of any country depends to a large extent on the level of human capital development. So, it is important that people are properly developed, effectively managed and efficiently motivated in order to achieve high productivity which will have a spill over on the nation's economic growth. This study explored job motivation as a predictor of job satisfaction among professional and non-professional library staff in Ambrose Alli University Ekpoma. The study also examines the difference



in the level of satisfaction between professional and non-professional library staff. The findings of this study revealed that there are factors of job motivation that significantly predict the satisfaction of library staff in the university. The result suggest that library staff in the institution were mostly satisfied with their present pay and salary, followed by library policies and administration, job security and lastly advancement and personal growth. However, they were relatively less satisfied with their interpersonal relationship followed by responsibility within librarianship job, working condition and recognition by others.

These findings do not support the Herzberg's Two factor theory and concluded that no separate and distinct factors led to job satisfaction/dissatisfaction. This finding is consistent with Sauthapparaja, Srinivasan and Ling (2005) study of job satisfaction among women managers in Malaysian Automobile Manufacturing sector who discovered from their study that female managers were generally satisfied with their job and also the findings do not support the Herzberg's Two Factor Theory and conclude that no separate and distinct factors lead to job satisfaction or dissatisfaction, but if they are together contributed to job satisfaction / dissatisfaction.

Furthermore the study shows that there is no significant difference between the level of satisfaction derived by professional and non-professional library staff in Ambrose Alli University library. This implies that both the professionals and non-professionals are satisfied with the available motivation packages in their present job. This could be as a result of the fact that A. A. U library management gives equal opportunities to all staff, regardless of their status in preparing for their motivational packages. This finding is in line with the findings of Murray (1999) and Parmer and Dennis (1993) who respectively found that overall, the workers considered themselves basically satisfied in their various studies. They were strongly satisfied in the areas of supervision, coworkers, work, benefits, and pay, but were dissatisfied with operational procedures, communication, contingent rewards (sense of appreciation and recognition), and opportunities for promotion.

The report from this study revealed that there is lack of interpersonal relationship among the staff, which implies that there is no team spirit among the staff. Therefore the management of library should provide forum for interpersonal relationship and also there is need for change of attitude among library staff to bring cohesion into the work in order to achieve the organizational objectives.

The second factor which is relatively less satisfying to the library staff is responsibility within librarianship job. This can be improved upon by the rotation of job among library staff, providing challenging and also adequate training and retraining of library staff in order to improve on their productivity.

The third factor which is relatively less satisfied also is the working condition and this can be improved upon by providing adequate power supply, provision of working materials and so forth.

Conclusively, since there is motivational packages that significantly predict the satisfaction of library staffs and there is no significant difference between the satisfaction derived by professional and non-professional library staff and also that library staff derived most satisfaction from salary/pay, library policies and administration, advancement and personal growth and job security, the management of library should intensify and sustain policies that will enhanced this factors and top management should ensure regular payment of salaries in order to get the best benefit for the library sub unit of the institution by having a well satisfied workforce, so that they can discharge better services to library users in order to enhance the productivity of the institution and achieve the set objectives of higher citadel of learning and advancement for knowledge which is the motto of the institution. Similarly, the fact that the staff are satisfied now does not imply that they will remain satisfied forever, thus, there is need for regular survey of staff motivation / satisfaction since needs are not statistic and human being are rational.

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