



## Techno Science Africana Journal

Journal homepage: [www.technoscienceafricana.com](http://www.technoscienceafricana.com)



### INTRINSIC MOTIVATIONAL FACTORS AS A TOOL FOR SERVICE DELIVERY IN ACADEMIC LIBRARIES

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#### ARTICLE INFO

#### ABSTRACT

**Key words:**

Concept of Motivation, Intrinsic Motivation, Intrinsic Motivational Factors, Effect of Intrinsic Motivation on Academic Librarians, Application of Intrinsic Motivation in Academic libraries

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The sure road to success in the academic libraries lies in the motivated and committed librarian who is highly efficient, productive and dedicated to the organisation. Indeed, investing heavily on academic librarian is the answer to the realization of academic libraries dreams of providing service excellent. This paper examined the concept of motivation, intrinsic motivation and identified various intrinsic motivational factors. The paper also highlighted on the effect of intrinsic motivation on job satisfaction and performance of academic librarians. To this end, the paper stressed the need for the application of intrinsic motivational factors for service delivery especially in this austerity period of declined budget and resource scarcity in academic libraries.

#### INTRODUCTION

Highly motivated and creative employees are essential for service excellent in academic libraries. Motivated employees are contented; committed; productive; and work enthusiastically. The outcome of motivated workforce includes employee retention; loyalty; cooperation; harmony above all, confidence and understanding. In fact, these are the essential ingredients that contribute positively to the growth and development of an organisation.

Likewise, poor employee motivation in a work place resulting to a behaviour such as laziness; truancy; absenteeism; gossip; nagging; rumour; strike; low team morale; discord; lack of initiative; energy; mistake; and most of all staff turnover etcetera. Each of the aforementioned actions has grim consequences on staff performance and productivity in an organisation (Obisi as cited in Juliana 2011).

### **Concept of Motivation**

Motivation is anything done or effort made to encourage the behaviour of employees toward better performance (Awususi, 2011). Halepota as cited in Juliana, (2011) defined motivation as person's active participation and commitment to achieve the prescribed results. She believed that, the concept of motivation is an abstract construct because different strategies or patterns produce different result at different times and there is no single pattern that can produce and guarantee favourable outcome at all the time. Motivation is the psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence (Jones and Gareth, 2006). Conversely, when motivation declines, employees tend to display such negative traits as apathy, hostility and aggression, the traits also tend to undermine efficiency, productivity and sustainability. To this end, Motivation is an essential ingredient that gives academic librarian inner source of satisfaction and contentment towards their job. Motivation can be divided in to two types: intrinsic motivation and extrinsic motivation.

### **Intrinsic motivation**

Intrinsic motivation refers to behaviour that is driven by internal rewards. In other words, the motivation to engage in behaviour arises from within the individual because it is intrinsically rewarding. This contrast with extrinsic motivation which involve engaging in behaviour in order to earn external reward or avoid punishment. Intrinsic motivation also known as 'psychological rewards' as it covers the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation and

being treated in a caring and considerate manner, autonomy, delegation, leadership, getting involved in decision making process, giving a higher rank in hierarchy etc (Nabila, Thum and Sardana, 2012). They further noted that all these rewards system do not require any increase in salary but the level of employees motivation would increased to a greater extent. In a nutshell, an intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her (Ajila, 1997).

Similarly, Baron (1983) concluded that non financial rewards also have strong power in influencing the behaviour of employee's performance. Further stressed that the effect of non financial motivation on service delivery is determine by intermediate variable as shown below: Recognition, appreciation of work well done, continuous professional development, taking part in decision making, equal treatment, leadership style, recreational facilities, communication and good working condition. In addition, intangible reward system like international work trip, smile, invitation to coffee/ lunch, picnic, parties, celebrations, tourist visit, participation in the committees like membership of the senate, council, accreditation team, soft loan, car loan, housing, matriculation, convocation, and appointment as deans postgraduate school, student affairs, directorship of C.I.T, research and linkages, solicitations of suggestion and advice, complement of work progress, friendly greetings, job design, gift certificate, key chain, calendar, internet access all these have direct bearing with academic librarians motivation, job

satisfaction and performance in the work place.

### **Intrinsic motivational factor**

This entails non monetary form of motivating the employee in an organisation. This form of motivational factor include among other things as:

Effective communication contributes greatly to high level of motivation and job performance of employee's in any organisation (Dennis, 2009). According to him, motivation is likely to be low in an organization where relevant information is not passed on to those who need it. Therefore, it is in the interest of the institution to provide staff with detailed information about the condition of service, salary, annual leave, meeting, pension schemes, promotion and other

official engagement. So, provision of better and quality information services in the academic library solely depend on the ability of library manager to establish good and positive relationship with academic librarians and other library staffs through communication, which must be characterised by open door policy or openness and trust. Once the relationship established, staff will feel free to communicate, respond to communication and make suggestion. This will make the staff happy and willing to assist the management towards a goal directed behaviour. Davis (1981) concluded that:

*“Institution cannot exist without communication. If there is no communication, employees cannot know what their associates are doing, management cannot receive information inputs, and management cannot give instructions. Cooperation at work is impossible and the institution will collapse for lack of it. Cooperation and satisfaction become impossible because people cannot communicate their needs, feelings and problems to others”.*

Participatory organizational management certainly brings motivation. In his submission Kennish, (1998) postulated that the activities that can gain on the part of workers include employee participation in the committees, task force efforts, training programs, opportunities for outside education, assignment abroad, newsletters, contests and congratulatory messages from management. Academic library managers should understand that participatory management allows the library staff to give their input into the decision making or matters that affects the organisation. Because participatory

management allows the academic libraries staff to make a comments, criticise, and recommend where possible without fair or intimidation this would go a long way in uplifting the standard of the academic libraries to stand the test of time.

Creating leisure time in the course of the day allows employees to recharge themselves psychologically and emotionally and this can lead to improved job performance (American Council on Exercise, 2000). Samuel (2012) noted that recreation was perceived as a form of

intrinsic reward that provides a means of pleasure and enjoyment.

The finding concurs with contention by Torkildsen (1992) that free and uninhibited interaction that happens in recreation centres lead to better cohesion and enhance high quality services and mutual understanding in an organisation. Similarly, Cohen (1999) observed that Kenya Utalli College is one such organization in Kenya that has invested heavily and provides recreation facilities for its employees. According to him, such initiatives can make a significant contribution to reducing absenteeism and raising productivity. In addition, there is evidence that work place recreation has a positive effect on employee performance (WHO, 2003). According to a report by WHO (2003) workplace physical activity programmes in USA have helped to reduce short term sick leave by (32%), healthcare cost by (20% - 55%) and increased productivity by (52%). Therefore, provision of gym centre/fitness

*“Human Beings need to be recognized and rewarded for special efforts. You don’t even have to give them much, what they want is tangible proof that you really care about the job they do, the reward is really just a symbol of that” (Tom-cash, senior vice President, American Express).*

*“Once employees see that what they do makes a difference to the organisation and is valued, they will perform at higher levels” (Rita Numerof, President, Numerof and Associates).*

Conducive environment is part of the incentive packages that can be given to workers as morale booster by their administrator. The 21<sup>st</sup> century employees prefer to work in an environment with warm and cordial interaction (Gideon, 2009). It could be said that working with friendly and supportive co-workers, with academic mind and working in a friendly and relaxed environment with enough office facilities, working tools would not

centre and viewing centres will reduce the medical care cost for the institution and would help to relieve stress of the academic libraries staff.

Recognition is one of the most powerful motivator because people need to know not only how well they have achieved their objectives, but also that their achievements are appreciated. Praise is probably the most common way of giving recognition such as long service awards, status symbol of one kind or another, sabbatical and work- related trips abroad. Similarly, non financial recognition would also take the forms of prizes, simple thank you for a job well done, appreciation, commendation, and certification for desirable behaviour shown by academic libraries staff.

Nelson’s (1994) supporting the universal reinforcing value of recognition per se would be the following:

only enhance the job satisfaction and performance of academic libraries staff but also will attract more library customers.

Training is a genuine way of enhancing the productivity and performance of academic librarian (Gideon, 2009). He lamented that attendance and participation of conferences and workshops are sure means of

*Techno Science Africana Journal Volume 11 Number 1 June 2015*

development and growth for academic  
librarian.

Pointed out that conference, seminars, and workshops are avenues of training and re-training for all professional including librarians. Not with standing, at seminars, conferences and workshops, things like: current trends in the world of information, new methods of acquiring and disseminating information to patrons in this digital age could be shared, ways of researching and publishing in such a way that meet the current trends in the world of information could be learnt etc. Librarians could then use such opportunities to develop themselves. Robinson and Robinson (1995) reiterated that the most significant direct benefits of training and manpower development are clarity in job duties and responsibility as well as increases in employee's competence among others. Mohammad (2003) stated that personnel in the 21<sup>st</sup> century organisations and establishment of which the libraries and information centres are part of need more education, training, knowledge, skills, ideas, experiences, information and enlightenment now more than ever before in order to cope with the challenges of the time. Similarly, Aina (1992) argues that training enables an employee to produce efficiently sooner, prepares him for a higher position (advancement), enhances his self respect and increases his feeling of security and economic independence among others. Acheaw (2007) asserted that the challenging nature of the profession coupled with the challenges of the information age demand constant training, this training can come in different forms such as workshops, seminars, conferences, symposia, in service training (i.e. on the job and off the job, induction etc) and other continuous professional development programmes etc.

Leadership style affects a range of factors such as job satisfaction, performance, turnover intention, and stress (Chen and Silverthorne, 2005). Specifically, it is suggested that the autocratic leadership leads to lower levels of job satisfaction, while democratic leadership leads to higher level of job satisfaction. The level of job satisfaction under laissez –faire leadership is also less than under democratic leadership (Yousef, 2000). From the foregoing, democratic leadership style will leads to higher job satisfaction and performance of academic librarians. Therefore, academic library managers are encouraged to adopt the democratic leadership style for service excellent especially in this information age.

Nelson (1996) reported the following ten techniques that managers can use academic library managers inclusive to motivate today's employees:

1. Personally thanks employees when they do excellent work. Thanks should be prompt and courteous. Thanking employees can be done verbally or in writing.
2. Take the time to talk with employees. The best means of communication is face to face conversation.
3. Give specific feedback about work performance directly to employees.
4. Strive to create a work environment that is relaxing, fun, and open. Employees should be able to use their imaginations and express new ideas
5. Show employees how the organisation loses and make money
6. Allow an employee to participate in decision making processes,

especially when a decision will affect that particular employee.

7. Allow employees to feel a sense of ownership in their jobs and in the work that they do
8. Make rewards, promotion, and recognition solely on employee performance
9. Encourage employees to grow and learn new skills to be used in the company or organisation.
10. Celebrate an employee performance when he /she are successful. Let employees know that their hard work is valued and appreciated.

In the light of the above, a friendly greeting, a smile, a hand shake, a thank you note by superior mean a lot to most of the employees. They are all means of showing that employees are valued, cared and appreciated by their superior. Also employees whose ideas are taken in to consideration, whose suggestions are appreciated, who get feedback about their performance are more likely to try harder in their job. More so, delivering praise and rewards publically in a personal and honest manner as well as on time would enhance the level of job satisfaction of librarian.

#### **Effects of Intrinsic Motivation on Academic Librarians**

The influence of intrinsic motivation or non monetary incentives on employee's commitment is very numerous. Nelson (2001) argued that there is a strong link between non cash incentives and improved job motivation. He further explained that non cash incentives lower stress, absenteeism, and turnover and raise morale, productivity, competitiveness, revenue and profit. According to his study conducted from 1999- 2000, in 34 organisations of U.S. ranging from studios to the U.S. postal

service, 90.5% of the managers agreed on the idea that recognising employees helps them better motivate their employees and 84.4% of the managers responded that providing non – monetary recognition to the employees when they do good work helps to increase their motivation and performance.

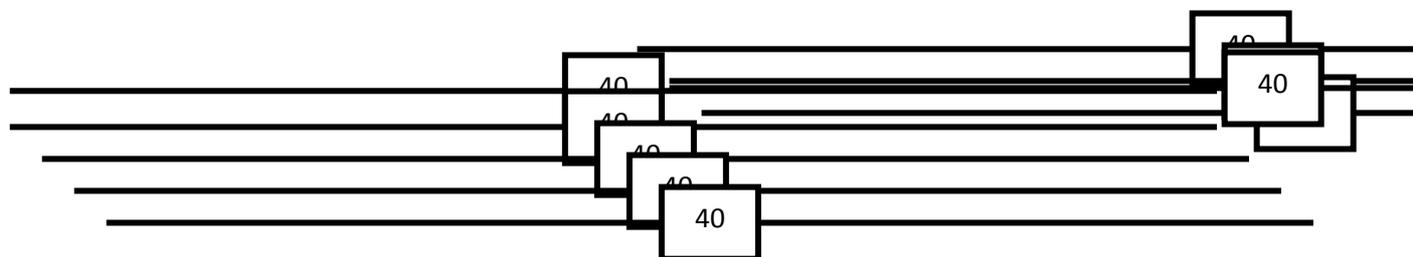
Therefore, Incentives such as small gifts, free food or drink, internet access, tickets to movie/theatre/sports facilities etc. or social non-monetary incentives such as library picnics, after-work parties, friendly greetings by the library manager, recognition of a good job, feedback about performance etc. may have extrinsic motivational powers on librarians. On the other hand, job-related non-monetary incentives such as meaningful work, variety of tasks, more responsibility, teamwork opportunities, training programs, participation in decision making, flexible working hours etc would motivate librarians intrinsically. In other words, they help to produce self generated motivation. Thus, non-monetary incentives provide multi-dimensional employee motivation in the work place.

#### **Application of intrinsic motivation in academic library**

A library is an organisation whose mission is to provide information services to its clientele. How well the services are provided depend on the competence, skills, experience and motivation of the staff. In addition, no matter how automated an organization or a library may be, high productivity depends largely on the level of motivation and the effectiveness of the work force.

It is in the light of decline budget and resource scarcity in academic libraries that, the best alternative ways of

motivating librarians in this austerity motivational packages.  
period is by applying the use of intrinsic



Thus, application of non financial aspect of motivation in academic library such as: regular training, good leadership style, harmonious working relationships between management and workers are very critical to organisations. Where there is industrial peace in any organisation, both the workers and management could achieve two goals at the same time that is increase productivity and improvement in the quality of work life. Consistently, participatory management would create an atmosphere of unity and understanding among the staff and managers in academic libraries. More so, praising, provision of institutional houses, transport services, effective information or communication, certification, commendation letter, caring, working

tools and relaxed environment will surely meet the needs and improve the services of librarians in academic libraries which will in turn strengthen and promote the quality of teaching, learning and research activities in academic environment.

### **Conclusion**

Intrinsic motivation or non monetary incentives offer many advantages to public organisations. Non –monetary incentives have the potential to satisfy employee need and motivate them without necessitating significant amounts of the use of public financial resources. This is an important factor in the light of declining budgets and resource scarcity in academic libraries and they are much easier to administer than monetary forms of motivation or extrinsic rewards.

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