

**UNIVERSITY OF GHANA**

**DEPARTMENT OF INFORMATION STUDIES**

**EMPLOYEE MOTIVATION AND JOB SATISFACTION IN  
GHANAIAN ACADEMIC LIBRARIES: A COMPARATIVE STUDY  
OF SAM JONAH AND OSAGYEFO LIBRARIES**

**BY**

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LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR  
THE AWARD OF MPhil INFORMATION STUDIES DEGREE**

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**DECLARATION**

I, Prince Charles Lawson do hereby declare that with the exception of acknowledged citations, this thesis is my original work produced under the supervision of Prof. Edwin Ellis Badu and Dr. Emmanuel Adjei and that this work has not been presented either in whole or in part to any institution for any purpose.

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## **ABSTRACT**

Employees constitute an essential resource for every organization. Just as employers are particular about ensuring the input of employees to achieve their goals, it is equally important that the conditions of work of employees are favourable enough to ensure responsive inputs.

The study aimed at comparing the extent to which employee motivation and job satisfaction promote productivity among staff of Sam Jonah and Osagyefo libraries and the various strategies adopted by management of both libraries to provide motivational packages in their workplaces. The study which was a cross-sectional survey used questionnaire to collect data from 184 library staff of both Sam Jonah and Osagyefo libraries in Ghana. Analyses of data were descriptive statistics (means and standard deviation) and inferential statistics (Multiple Regression).

The study revealed that hygiene factors such as salary, working conditions, supervision, policies, interpersonal relation and fringe benefits could serve as determinants of job satisfaction of staff of Sam Jonah and Osagyefo libraries. Also, the study reveals that no differences existed among the various categories of staff of the two libraries in terms of motivation by or satisfaction with salary, working conditions, supervision, policies, job security, personal relationships and fringe benefits. Further, motivation was identified to be a factor that contributes to employees' job satisfaction of staff of both libraries. The study recommends that management of the two libraries should improve the working conditions of staff to enable them to be safe in their workplaces. Again, Library Management should team up with the University Management to accommodate the concerns of staff and review the service conditions of library staff.

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## **DEDICATION**

This work is dedicated to the glory of the Almighty God. Secondly my lovely daughters, Adjoa Nyamekye Lawson and Nana Esi Lawson

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## LIST OF ABBREVIATIONS

|        |                                                        |
|--------|--------------------------------------------------------|
| GH¢    | Ghana Cedis                                            |
| MA     | Master of Arts                                         |
| MPhil  | Master of Philosophy                                   |
| M.ED   | Master of Education                                    |
| MR     | Mean Rank                                              |
| PhD    | Doctor of Philosophy                                   |
| UCC    | University of Cape Coast                               |
| UEW    | University of Education                                |
| SSSCE  | Senior Secondary Certificate Examinations              |
| WASSCE | West African Secondary School Certificate Examinations |

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Employees constitute an essential resource for every organization. Throughout the world, countless organisations depend largely on the services of employees to achieve the organisations' goals. The library, just like any other organisation, requires the services of employees. Just as employers are particular about ensuring the input of employees to achieve their goals, it is equally important that the conditions of work of employees are favourable enough to ensure responsive inputs. In other words it is imperative to motivate employees to put in more effort at work. Motivation is a rudimentary psychological practise. A current data-based wide-ranging examination resolved that competitiveness problems seem to be mainly motivational in nature (Leary & Baumeister, 2017). Motivation remains one of the quintessential components for many establishments be they in the public or private sector (Carmeli & Tishler, 2004).

The term motivation is principally, a derivative of the expression "motive" (Chaudhary & Sharma, 2012). The expression "motive" connotes desires, needs and wishes of a group of individuals. Therefore employee motivation should be geared towards encouraging employees to achieve set organizational goals through the provision of monetary and non-monetary incentives (Chaudhary & Sharma, 2012).

Psychologists and other related experts regard motivation as one of the fundamental principles required of most employers who want their employees

to perform to their potential (Miner, 2015). Motivation is a set of functioning tools that shapes the administration of an organization and energizes the labour force simultaneously (Tiwari, 2015). In the opinion of Argyris (2017), motivation is the unforeseen power that drives and maintains the continued efforts of individuals in an organization.

Moynihan and Pandey (2007) have also admitted that employee, on one hand, and employee motivation and job satisfaction at the workplace on the other hand go hand-in hand and cannot be dissociated. These constructs have been identified as vital tools that human resource professionals use in enhancing employees' work performance at the workplace (Johns & Saks, 2008). To this end, human resource managers are mandated to put in place necessary measures that have the potential to make employees highly motivated and satisfied with their work and possibly keep them at work.

Ali, Bin, Piang and Ali (2016) concur that there are modules of motivation which can be natural or extraneous. Natural Motivation is an intellectual determination that chooses the development of a person's conduct as a significance of challenging or motivating job, defined extension to generate capabilities, proposing self-determination to do work, exposed entry to make and progress (Ryan & Deci, 2017; Ali, Bin, Piang & Ali, 2016). Extraneous is likewise an intellectual inducement that adopts negotiating variation as an outcome of considerable and intangible revenue, such as, exceptional endowments, reimbursement, and subsidiary benefit.

The decision of employees to remain at work or quit is based on the conditions pertaining to the work. It is usually assumed that employees who are content with the work they do and with the culture of the organization would be

motivated to stay and work in their respective organizations (Roos & van Eeden, 2008). However, employees who are displeased with the kind of work they do may be unmotivated to remain on the job. This suggests that the way employees are managed has an influential effect on output, usefulness, efficiency and profitability (Moynihan & Pandey, 2007).

Academic libraries are set out to offer quality services for their clients. This quality of service is deeply contingent on the library work forces who to an expansive degree work with the clients when they are in to use the library resources. In a similar vein, the attitudes of library staff toward work are largely dependent on their motivation and satisfaction (Ajie, et al., 2015). The employees in academic libraries are subdivided into professional and non-professional categories, with each of these categories requiring different motivational packages (Finck, Timmers & Mennes, 1998).

Hosoi (2005) stipulates that there are discrepancies in motivational packages of library staff because of the various categories (professional and non-professional) staff are placed. Whereas the professional category is given motivational package in some libraries, the non-professional groups are denied. These discrepancies accounted for dissatisfaction among library staff. In light of this, Hosoi (2005) cautioned that for organizational effectiveness to be enhanced every library staff must be dully motivated to enhance diligence at the workplace.

Motivation, as Armstrong (2012) defines it, “as the force that energizes, directs and sustains behaviour”. Therefore, motivation can be described as the effort a person exerts on work to achieve his/her goals and objectives.

Motivation encapsulates the feeling of enthusiasm, interest or commitment that makes a person to work, a reason for doing something or behaving in a certain way (Reiss, 2014). Workers differ in what motivates them and therefore- care should be exercised by coming up with motivation strategies that appeal to the diverse needs of all workers in organizations (Dobre, 2013).

Kinicki and Williams (2008) assert motivation is subjective on the bases that what would be motivating one person might not be motivating another. Allan, Gadon & Willits (2011) view motivation as any action which drives an individual to act and behave in a particular way. They again argued that motivation is not aimed at controlling people but rather comprehending their needs, or remuneration which drives them to perform tasks.

It is therefore appropriate for more studies to be conducted in order to create a comprehensive insight of the core drives, needs and urges that could be manipulated and simulated to cause favorable changes in the level of employee motivation at work for organizational productivity and survival (Yusuf, 2015).

Motivation could either be intrinsic or extrinsic (Obajemu, Dekpen & Ojo, 2012). Intrinsic motivation connotes carrying out an activity because it is naturally satisfying (Ryan & Deci, 2000). Intrinsic motivation connotes a kind of motivation which is sourced from within a person and tends to provide the required reward for the person. Armstrong, (2006) concludes that among the notable examples of intrinsic motivation are obligation (feeling that the work is vital), independence, extension to apply and build aptitudes and capacities, fascinating and measuring work and open door for advancement.

Conversely, extrinsic motivation points to carrying out a task so as to obtain a result (Jones & George, 2011; Re'em, 2011). In extrinsic motivation, there is expectation of reward from outside and a person is persuaded from an outside source rather than from within (Anjomshoa & Sadighi, 2015). It incorporates pay, rewards, applaud, and other substantial prizes. Ryan and Deci (2000) advocate that the quest to activate reward is triggered by extrinsic motivation by moving employees to accomplish their tasks.

Another key value that progresses organisation is job satisfaction and is one of the principal constructs of the study. Earlier works have highlighted motivation as having a direct effect on employee job satisfaction (Moynihan & Pandey, 2007; Tella, Ayeni & Popoola, 2007; Agho, Mueller & Price, 1993), that is to say there exist a direct relationship between employee motivation and job satisfaction.

Job satisfaction has been defined by Schermerhorn and Osborn (2004) as “any attitudinal or emotional reactions to one’s activities, as well as to the physical and social conditions of the workplace”. This suggests that employee satisfaction is a measure of how workforces are able to express their delight about their job and working conditions. Different researchers consider it to be a pleasurable or positive passionate condition arising as a result of the assessment of one's job that is full of favourable feeling to one's job and a positive mentality towards one's task (Robbins, Judge, Millett & Waters-Marsh, 2008).

Robbins et al. (2008) posited that job satisfaction is a constructive feeling about one's work resulting in the evaluation of its attributes, and that a person

with peculiar case of occupational fulfillment holds positive sentiments about the job, while a person who is disappointed holds negative emotions about the job despite what might be expected. Job satisfaction is an inward affair that can, for instance, be compared to a person's emotional success, either quantitatively or subjectively (Mullins, 2005). Job satisfaction; thus, is doing a job one enjoys, doing it well and being rewarded for it. Job satisfaction is a key element that leads to recognition, income, promotion, and the attainment of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Job satisfaction according to Anand (2018) is how employees report to work and execute their duties without an explicit instruction from a superior.

Kuria (2011) argues that "employees become satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clear definition of duties and responsibilities among others." The Job satisfaction concept depends on the rule that the most pleased a worker is, the most productive the worker; and that individuals who are upbeat in their work, their jobs do not feel as though it is work by any stretch of the imagination.

Fisher (2000) adds that job satisfaction is the emotional gladness or pleasurable situation which culminates from the measurement of one's job involvement. It is also said that job satisfaction creates a positive sense among employees which represent a positive emotional reaction toward the power of empowerment (Liden, Wayne & Sparrowe, 2000). Numerous elements have effect on the levels of job satisfaction experienced by specialists. Some of these levels of job satisfaction are: satisfaction within the organisation,

satisfaction embedded on the activities itself, satisfaction due to the workers own character and identity.

Employee satisfaction leads to higher organizational profit, owing to continuous patronage by customers/clients and repeated consumption, and causes employees to perform more in optimal productive time. It has been further observed that when employees are in their best of work conditions they become satisfied and perform more, leading to higher profits.

Job Satisfaction can be overstated by a lot of factors such as, the nature of one connotation to their managers, level of gratification with their workplace, the sort of physical environment in which they carry out their jobs (Ali, Bin, Piang, & Ali, 2016).

In addition, employees who are content with their work are more likely to be inventive and come up with breakthroughs that guarantee the organization's growth; thus, leading to positive change with time, enhanced quality service delivery, and employee commitment (Boggie, 2005; Yusuf, 2015). On the contrary, it had also been observed that employees who are de-motivated and dissatisfied are usually ill-committed to their organization, unproductive, prone to absenteeism, high turnover and engage themselves in workplace misconduct (Robbins & Judge, 2008).

Generally, in organisations where workers are dissatisfied about the conditions of work, the job often suffers. This is because the job cannot achieve success with demoralized workforce (Dobre, 2013). Demotivation of librarians' leads to dissatisfaction with their job, absenteeism, lateness and other bad behavioural tendencies (Siamuzwe, 2012). Subject to these gaps identified, the

study therefore seeks to further explore how motivation impacts on employee Job Satisfaction.

## **1.2 Statement of the Problem**

Job satisfaction is a vital element in maintaining employees' levels of commitment; correlating with increased productivity, efficiency and growth. The level of motivation and job satisfaction among employees, especially staff of academic libraries, are crucial factors in higher learning institutions (Robbins & Judge, 2009). When employees are sufficiently motivated, they become devoted to duty and this leads to higher productivity and efficiency (Yusuf, 2015). Conversely, employees whose needs are not met by their organizations develop a sense of dissatisfaction which in a way results in lower performance at the workplace (Lussier, 2005).

As a result of the recognition by employers and the correlation between motivation and job satisfaction, many employers, especially in institutions of higher learning have devised various ways of motivating their employees such as best worker awards, end of service benefits, payment of allowance, study leave with scholarships among others. Despite the effect of employee motivation on job satisfaction, many employers continue to have challenges in providing motivational packages to meet the needs and satisfaction of their employees.

An informal interaction with some employees of the study areas revealed that the morale of staff at Sam Jonah and Osagyefo libraries has been low among certain category of staff which confirm to the assertion made by Tachie-Donkor, Filson & Adzobu (2016) that motivation of library staff in the

University of Cape Coast has not been given the needed attention. In a similar study, Afful-Broni (2012) comments that even though there are motivation schemes in universities, it is not equitably enjoyed by all categories of staff. Siamuzwe (2012) also found that motivation among employees in public libraries has been demonstrably low.

According to Siamuzwe (2012) a number of factors account for the demotivation of library staff; these include: poor working conditions, poor remunerations, unfair training policies, accommodation problems, lack of promotion prospects and poor funding to the libraries. Most of the studies that the researcher reviewed, such as Alemna, 1992; Afful-Yeboah & Antwi, 2001; Senyah, 2003, showed that studies have been done on individual institutions' libraries without comparing two or more institution libraries. Even though Badu (2005) conducted a comparative study of University of Ghana and University of Cape Coast libraries his findings was brief which leaves literature gap which needs to be filled or addressed. In order to bridge this gap, this study compares the effect of motivational factors on job satisfaction of two public university libraries which are the University of Cape Coast and University of Education, Winneba.

### **1.3 Purpose of the Study**

The purpose of the study was to comparatively examine the motivational factors that affect job satisfaction among staff of Sam Jonah (UCC) and Osagyefo (UEW) libraries.

### **1.4 Objectives of the Study**

Specifically, the study sought to:

1. Determine the order of importance of the hygiene factors that influence staff of the selected libraries and among different staff categories.
2. Assess the impact of hygiene factors on job satisfaction in the two libraries.
3. Determine the order of importance of the motivation factors that influence staff of the selected libraries and among different staff categories.
4. Assess the impact of motivation factors on job satisfaction in the libraries.
5. Determine the relationship between employee motivation and job satisfaction in the two libraries.

### **1.5 Scope and Limitation of Study**

There are a number of academic libraries in Ghana; these include libraries in the high schools, colleges and the universities. However, this current research was confined to the academic libraries in universities of Ghana. For the purpose of this research, the Sam Jonah Library of University of Cape Coast and the Osagyefo Library of University of Education, Winneba were selected.

The justification for selecting these two libraries was based on the fact that both libraries are located in the Central Region of Ghana and are relatively closer to each other. Another reason for selecting these libraries was based on the fact that both universities run almost similar programmes of study (Education Studies). For these reasons it was believed that they may have certain job satisfaction and motivational factors in common.

### **1.6 Significance of the Study**

The essence and value of this study emanated from the fact that it endeavoured to examine the motivational factors that affect job satisfaction among staff of Sam Jonah (UCC) and Osagyefo (UEW) libraries. To this end, this study will bring about the following benefits:

1. The study will first help management use varieties of motivational tools in their daily activities in the universities.
2. The findings will generate useful information for managers, administrators, librarians, and all other people in leadership positions about the connection between motivation and job satisfaction.
3. The findings of the study will help policy makers in the formulation of pragmatic policies for motivation and job satisfaction in the universities.
4. Again, the study is required to enable employee understand motivation and satisfaction among library staff in public and private establishments in Ghana by delving into the elements of motivation which workers hold to high-esteem.
5. This study will contribute to existing literature and body of knowledge on employee motivation and job satisfaction in higher education.
6. The study will primarily serve as a springboard for other studies into motivation and job satisfaction in organisations in Ghana, especially academic libraries. The belief is that the information gathered from this research would be of benefit to corporate bodies, academia and researchers in general.

## **1.7 Study Setting**

### **Brief history of University of Cape Coast Library**

The University of Cape Coast (UCC) Library was founded in 1962 and has one of the largest academic libraries in Ghana. It has fairly huge collections which consist of both digital and print resources. The UCC library is a hybrid form of library, in that operations are done both manually and electronically. The library system comprises faculty, school, departmental and hall libraries. The core function of the library is to support teaching, learning and research pursuits of the University (UCC Library Guide, 2012).

The mission statement of the library is ~~to~~ assist in the advancement of learning and dissemination of knowledge. It meets the information needs of the university and its communities, through the information resources within and beyond its walls, balancing services, traditional and innovative while stressing its role as a centre of learning and discovery,” (UCC Library Guide, 2012).

There are also online databases that users are allowed to have access to. The staff strength of the library is one hundred and thirty-one (131), which is made up of eleven (11) senior members, eighty-four (84) senior staff and thirty-six (36) junior staff. These categories of staff help to drive the mission statement by adding value to the university’s teaching, learning, research, publication and dissemination activities by providing excellent information services which make available and accessible information materials both in print and electronic formats to clients. Due to the technological advancement and the

demand of the clientele for quicker and accurate information, much attention is being paid to both print and non-print resources.

### **Brief History of University of Education, Winneba Library**

The University of Education Winneba was established in September 1992, as a University College under PNDC Law 322 with the amalgamation of seven (7) former Diploma awarding institutions with the aim of producing graduate teacher for the nation. In May 2004, the University of Education Act 672 was enacted to grant autonomy and upgrade the status of the University College of Education, Winneba to a full university.

The University of Education, Winneba libraries include Osagyefo Library (the main campus library), College of Technology Education Library-Kumasi Campus (which stocks mainly materials on technical and vocational education), College of Agriculture Education Library, Mampong Campus (stocks materials on agriculture and environmental studies education), College of Languages Education Library, Ajumako Campus (stocks materials on language education), and 5 specialized branch and department libraries, (UEW Library Guide, 2017).

The staff strength is fifty-three (53). The breakdown are as follows, six (6) senior members, twenty-nine (29) senior staff and eighteen (18) Junior staff all from the main campus working together to achieve the mission and vision of the university. For effective learning at the University, a library plays an essential role in the academic excellence of the students. Osagyefo, which is the area of the study, is the main library located at the south campus of the Winneba Centre.

The library has collections such as journals, monographs, reports, posters, electronic resources and publications of the international agencies. The library also renders services such as lending reference services, book binding, interlibrary loans services, etc. The North Campus of the Winneba Centre also has a library. There is also one library at each branch of the University.

## **1.8 Theoretical Framework**

Motivation and job satisfaction comprises a complex set of variables which operate to determine a worker's attitude towards a job. This means workers can be satisfied and dissatisfied with their job due to a combination of factors. Different theories have been propounded to explain these variables in different ways. The general problem which investigators in this area have had to wrestle with is to specify the dimension of job satisfaction. To achieve this, Herzberg's Two Factor Theory would be used.

### **1.8.1 Herzberg' Two Factor Theory**

Herzberg's Two-factor theory recognizes two broad classes of factors that affect people working on their jobs namely: "hygiene factors" and "motivators" Herzberg (1959). Herzberg's "Two Factor Theory" essentially concerns the manner of personnel towards their work that has the tendency to gratification or displeasure. According to Herzberg (1959), hygiene factors characterize the work environment. Hygiene factors are those job factors which are necessary for motivation to thrive at the workplace.

"The hygiene factors help to prevent employees from being displeased with the condition of work; extrinsic to work and describe the job environment. Hygiene factors are required to avoid dissatisfaction" (Herzberg, 1959).

Herzberg listed factors like company policies and administrative policies, interpersonal relation, salary, quality of supervision, status or physical working condition as examples of hygiene factors.

Herzberg further argued that hygiene factors could make people unhappy, if they are poorly managed. As indicated by Herzberg these hygiene factors do not basically propel the employee to deliver positive improvement in work execution. However, when there is the non-presence of any of these components, there is a probability that the worker would be disappointed. Therefore, this idea of Herzberg's "Two-Factor Theories" throws the spotlights on accepting the worthy Hygiene Factors that keep the worker from being disappointed.

According to Herzberg, motivational factors yield positive satisfaction. The motivational factors help the employees to higher performance. "The motivating factors are intrinsic and the primary causes of job satisfaction," (Dieleman, Cuong, Anh & Martineau, 2003). "The motivators are the variables that actually motivate people and are connected to job content itself or the nature of the work itself, the actual job responsibility, opportunities for personal growth and recognitions and the feeling of achievement the job provides," ((Dieleman, Cuong, Anh & Martineau, 2003). When these factors are present jobs are presumed to be both satisfying and motivating for most workers.

With respect to motivation, Herzberg brings up the variables that persuade individuals: the nature of work that they are occupied with, the feeling of achievement that they get from their work, the fulfillment that they get, the

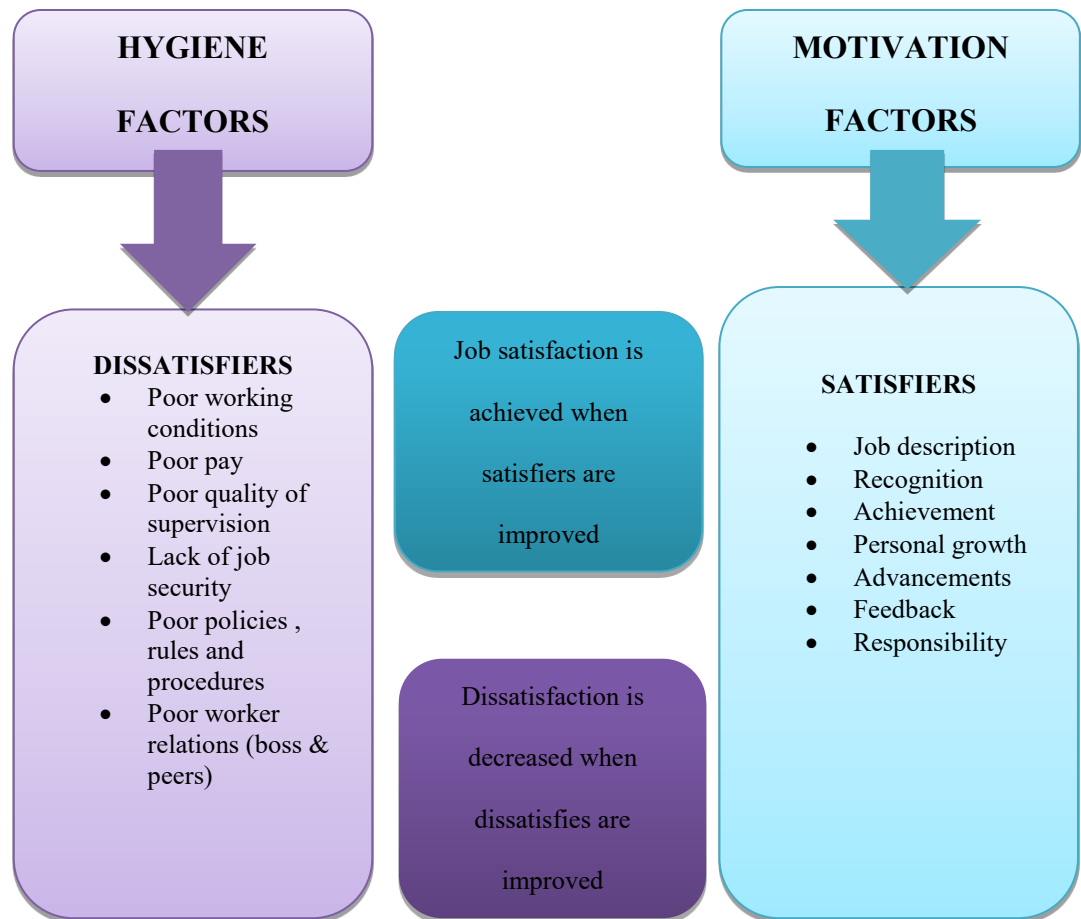
duty that is given to them, and their self-awareness and headway openings (preparing and improvement). Herzberg trusts that such factors are the fundamental main thrust of fulfillment that helps support the employee work performance. Motivation can support external joy. Moreover, it is extremely indispensable for management to assume liability in guaranteeing that they make the occupations in the working environment, especially enhancing them for the employees.

Schermerhorn (1993) indicates that –Herzberg’s Two Factor Theory is an imperative casing of situation for managers to understand employment fulfillment and related occupation execution issues.” Schermerhorn affirms that –Herzberg two factor theory is a useful apprise that there are imperious parts of all employments - what individuals do as far as occupation errand (work content) and the work setting in which they do it (Job setting).”

Schermerhorn recommends managers to try as much as possible to consistently dispose of poor hygiene wellsprings of occupational dissatisfaction at the workplace and guarantee incorporating satisfying factors with work substance to expand opportunities for work fulfillment. Therefore, the Herzberg two- factor theory was adopted to examine the motivational factors that affect job satisfaction among staff at Sam Jonah (UCC) and Osagyefo (UEW) libraries. Additionally, the theory perceives employees to have two classifications of need and operate in them and that both ought to be tended to. This theory along these lines can control a researcher in building up determinants of employee's fulfillment in academic libraries in Ghana.

Herzberg's theory operates on the fact that it is the success of a task that emanates from the abilities and effort of an individual and not simply from external forces. In effect, the theory and the model accommodate the objectives set out for the study, and thus serve as a guide to the entire study. It is worth noting that both factors (hygiene factors and motivation factors) must exist in order to be motivated in his work.

In view of the above findings Herzberg concludes that it is only the fulfillment of the motivating factors that can lead to an individual's positive satisfaction in a job. On the other hand, the fulfillment of the hygiene factors only prevents dissatisfaction. This theory when related to the library shows that money and fringe benefit alone might not satisfy workers; therefore, there is need for managers of libraries to provide other sources of satisfaction such as growth opportunities, sense of responsibility, and good working environment (Igbokwe, 2011).



**Figure 1: Two-factor theory adapted from Wairrach, 2013**

### **1.9 Organization of the study**

The study was organized into six chapters. The first chapter provides the introduction which captures background of the study, statement of the problem, the purpose of the study, objectives of the study, research questions, significance of the study, scope and limitation of the study and theoretical framework.

Chapter Two covers the literature review which comprises the following themes: Worldview of job satisfaction and motivation, African view and

Ghanaian view of job satisfaction and motivation and literature on other specific areas of the study topic.

Chapter Three discusses the research methodology used for the study. This covers; research design, population, selection of cases, the population of the study, instrumentation, pre-testing, data collection procedure and data processing and analysis and ethical issues relevant to the study.

Chapter Four looked at the presentation and analysis of the data in terms of the demographic information of respondents, category of staff in both libraries, educational qualification of respondents, income level of respondents, work experience level of respondents, the influence of Hygiene Factors on work fulfillment of library staff, impact of motivation on job satisfaction, importance of motivating factors of staff of libraries, importance of motivating factors on staff category.

Chapter Five discussed the major findings emanating from the analyzed data.

Finally, Chapter Six presented the summary of findings, conclusion and recommendations of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter primarily reviews literature related to the study. It focuses on the work of several authors related to employee motivation and job satisfaction in Ghanaian academic libraries from a global, African, and Ghanaian viewpoint. It also discusses some conceptual issues surrounding motivation and job satisfaction.

This chapter is organized as follows:

- Concept of Motivation
- Theories of motivation
- Motivation in academic libraries
- Impact of motivation factors on job satisfaction
- Importance of motivation
- Concept of job satisfaction
- Theories of job satisfaction
- Impact of hygiene factors on job satisfaction
- Job satisfaction and employee performance
- Effects of motivation on job satisfaction
- Relationship between Employee Motivation and Job satisfaction

#### 2.1 Concept of Motivation

Motivation was derived from the Latin word “*Movere*” which exactly means “to move” (Rajput, 2011); it is explained as the desire to demonstrate behaviour and reflect willingness to expand effort. To motivate is to provide

with a motive” while “motivation is the act or process of motivating”. It is therefore the execution or processes involved in giving one’s opinion on an issue that causes one to cover some achievement.

According to Chintaloo and Mahadeo (2013), motivation is the desire which drives individuals to achieve some goals to fulfill some needs and expectation. This definition was highlighted by Kamalian, Yaghoubi, and Moloudi (2010) who defined motivation as “a set of courses concerned with a kind of strength that boosts performance and directs towards achieving some definite targets.”

Motivation is driven from some need that leads to behaviour that consequentially brings in some reward when the need is fulfilled. These rewards can be either intrinsic or extrinsic. We presume that people are motivated when we see them working passionately toward certain goals. For example, a student who works hard at virtually every given task has the motive to achieve certain goals. Almost all human behaviour responds to some form of internal (physiological) or external (environmental) stimulation.

As indicated by Lai (2011), motivation refers to those elements that trigger conduct that is described by enthusiasm and volition. Intrinsic motivation comes from a person’s gratification, intrigue, or delight, while extrinsic motivation is administered by fortification possibilities. Besides, Lai (2011) expressed that; motivation needs have to do with a gathering of resolutely related convictions, observations, qualities, interests, and activities. He underlined that motivation restrained in people and has a propensity to differ across various areas of knowledge, and this area specificity increases with age.

Motivation in the early life of a child predicts motivation later in life, and the stability of this relationship grows with age. Customarily, educators regard intrinsic motivation more desirable and efficient than extrinsic motivation. Robbins and Decenzo (2008) see motivation as the desire to put in more energy to achieve organizational objectives, conditioned by the efforts and ability to satisfy the needs of employee. They established motivation to be a function of effort, organizational goals and needs.

Boddy (2008) saw motivation as the powers inside that drives a man and maintains his responsibility regarding a game-plan. Boddy (2008) stresses the need for managers to motivate subordinates, colleagues, senior managers and even people in other organizations. Furthermore, Boddy (2008) asserts that motivation should be a concern to all those who are involved in seeking to improve the productive element of people in organizations. Motivation is a force that instigates, directs and preserves goal-oriented behaviours. Anyim (2012) defines motivation as ~~the~~ process that starts with physiological or psychological deficiency or as a need that activates behaviour or a drive that is directed at objectives or incentives.”

Argyle (2013) stresses that young people today do not have great economic need and motive which will propel them to work and to achieve their goals, unlike young people who were particularly responsible for the industrial expansions in previous periods of history. Mullins (2005) notes that globally, the study by Proudfoot Counseling (2006) in the United States of America uncovered that the most essential explanation behind productivity loss was poor working assurance. This integrates non-appearance of constructive

camaraderie, low inspiration, poor feeling of having a place, individuals feeling underestimated and ineffectively compensated.

According to Bassy (2002), an organization must know about what persuades and fulfills the employees at work to animate them to play out their activity as ideally as possible. According to him, a person who is happy with his work may demonstrate a higher duty and exertion toward the accomplishment of the organization's objective and will not easily surrender the activity.

### **2.1.1 Types of Motivation**

Herzberg et al (1957) originally categorizes motivation into two main- the intrinsic and extrinsic motivations and both can be applied to employee motivation. According to Dong-Young, Kumar and Kumar (2011), "intrinsic motivated behaviours are seen when there is no other reward except the activity itself." Jeston (2012) described intrinsic motivation as "what people will do without external inducement". Intrinsic motivation includes mental rewards, for example, the chance to utilize another person's capacity. It is a feeling of test and accomplishment, accepting thankfulness, positive acknowledgment and being dealt with in a kind and sensible way (Induro, 2012).

"Intrinsic motivators usually focused on the quality of work life of workers and probably to have profound and long term effect inhibited in individuals and are not imposed from outside," (Armstrong, 2006). According to Deci and Ryan (2008) intrinsically motivated behaviours are inherent and can result in

creativity, flexibility, and spontaneity. Antoni (2009) also established that reinforcement, unlike reward, does not harm intrinsic motivation.

DuBrin (2007) sees intrinsic motivation as a personal conviction to which an activity can satisfy the individual's needs for competence and self-determination. According to DuBrin (2007), an intrinsic motivated person has energy and passions for the task he or she performs because he or she values the work and was quick to add that people who highly value work tend to be intrinsically motivated while people who place low value on work have low intrinsic motivation.

According to DuBrin (2007), when a person is intrinsically motivated, he or she has energy and passion for the task he or she performs because he or she values the work. People who value their work tend to be intrinsically motivated while people who place low value on work have low intrinsic motivation. When a person is intrinsically motivated, the person believes that the work is important and, when given the necessary resources and freedom to act, he or she would produce good result with his or her skill. Intrinsic motivation drives one's sense of accomplishment which helps any organization to achieve its goals and gain competitive advantage over others.

Based on the positions of various scholars on the concept of intrinsic motivation Ryan and Deci (2000) proclaim that intrinsic motivation has become an important area of study for educators—natural wellsprings of learning and accomplishment that can be systematically undermined by practices of parent and teacher because intrinsic motivation leads to high-

quality learning and creativity, and it is important to detail the forces that catalyze versus undermine it.

According to Induro (2012), extrinsically motivated behaviours are to be where the controlling mechanism can easily be observed. They are those things that need to be done for people to be motivated. Extrinsic motivation is influenced by forces external to the individual's personal self and includes money, the physical environment, rules and laws. The effect of Extrinsic Motivation can be immediate and powerful on behaviour, but they do not last long (Mullins, 2005; Armstrong, 2003).

Bassy (2002) also adds that tangible rewards refer to pay, fringe benefits, working environments, working conditions, job security and vacation time.

Extrinsic motivation is certain to be immediate and powerful on individual but may not necessarily last long (Siaw & Dei Mensah, 2010). Jones et al. (2012) conclude that for workers to be intrinsically or extrinsically motivated or both, depends on a number of factors, such as: the type of the organization (its structure, its culture, its control system, its human resources management system), and the nature of their jobs. It is said that people who enjoy work intensely still expect to be paid well and crave recognition from management. Extrinsic motivation behaviour is one that is shown to acquire material and social rewards or to prevent being punished (Jones et al. 2012). Motivation comes from the consequences of the behaviour and not necessarily the behaviour itself. Jones et al. (2012) explained that extrinsic motivation is derived from the work and environment and it is mostly applied by others.

Extrinsic motivators may incorporate incidental advantages, pay, organizational strategies and different types of supervisions.

According to Deci (2000), contrary to some viewpoints that saw –extrinsically motivated behaviour as invariably non-autonomous, SDT (Self-determination theory) suggests that extrinsic motivation is able to differ impressively in the level that may be autonomous.” For example, a student who does his homework because he fears parental sanctions is extrinsically motivated because he is doing it to accomplish the distinct result of staying away from sanctions. Likewise, a student who does his work since he trusts it is significant for his profession is additionally extraneously persuaded on the grounds that he likewise is doing it for its instrumental esteem instead of on the grounds that he thinks that is fascinating.

Dubrin (2007) explains that extrinsic rewards sometimes lower a person’s performance and can even be demotivating when the task involved requires the creativity of the individual involved. Dubrin (2007) concluded that extrinsic rewards can also cause people to receive reward and to see themselves as less free and less determining.

## **2.2 Theories of Motivation**

Extensive studies on human motivation by psychologists have introduced us to a number of theories about motivation in general. Similarly, other competing theories which also try to explain the nature of motivation have also been introduced. These theories are substantially true, and they all facilitate the explanation of the behaviour of certain people at certain times. On the other

hand, the pursuit of a generalized theory on motivation at work seems to be fiasco.

Motivation differs from time to time due to its complexity and the fact that what motivates people to work diligently is countless. These theories serve as a guide to most managers. The diverse theories give a structure which guide thoughtfulness regarding the issue of how best to motivate staff to function productively and viably.

The theories on motivation are generally arranged into two to be specific; Content theories and Process theories. Content theories clarify the things, which inspire the individual to work. These theories make people worry about distinguishing the requirements of individuals, their relative quality, and the objectives they seek after to fulfill these necessities. Content theories underscore what motivates people. Maslow's hierarchy of needs and Herzberg's two-factor theories fall under the content theories.

Process theories distinguish the connection among the evolving issues which make up motivation. These theories make people become concerned about how conduct is started, coordinated and supported. Process theories put need on the genuine procedure of motivation. According to Shashi & Rosy (2008), Adam's Equity Theory and Expectancy Theories would also be considered under the process theories.

### **2.2.1 Maslow's Hierarchy of Needs**

Maslow (1954) established a hierarchy of needs that move progressively from the lower level needs to high level of awareness and actualization. –The

‘inspiration to work’ circulated by Maslow most likely outfitted the domain of hierarchical conduct and administration with new standpoint of employees’ performances and seeing how people are motivated,” (Maslow (1954). Most likely, the best-known conceptualization of human needs in any organisation has been recommended by Maslow's theory. Maslow presented his theory based on individual judgment which was known as the Need Hierarchy Theory.

He posits that, if people develop in a circumstance whereby their needs are denied, they are possibly going to work without passion or enthusiasm. In particular, Maslow proposed that people have five kinds of necessities and these are placed in various levels. Consequently, these necessities are orchestrated in an accurate request from least to the most prominent, with the end goal that the least request require must be fulfilled by remembering the end goal to trigger the fulfillment of the most elevated request.

Maslow specifies that for one to know where a man is on the various levels of the pyramid one has to spur him/her. He ordered these requirements into Deficiency need (mental, security, social needs) and Growth needs (esteem self-actualization needs).

Physiological needs are at the base of the triangle and incorporate the most minimal requirement like necessities incorporate the need to fulfill natural drives, for example, nourishment, air, water and safe house. For Maslow, –organizations must give employees reimbursement that would enable them to accomplish the cost of pleasurable living conditions. The method of reasoning

here is that a ravenous worker will experience troubles in making any important commitment to his association.”

Safety needs take the second stop on the chain of importance and is enacted when physiological needs are met. They allude to the requirement for a secured working condition free from dangers or damages. Safety needs, in addition to other things incorporate a protected home condition, business, a solid and safe workplace and access to mind.

Social needs are spoken to as the third level of necessities and are enacted when safety needs are met. Social needs also referred to as love needs, include affection, sense of belonging, social activities, friendships and both giving and receiving love. To address such issues, organizations energize employees' support in get-togethers, for example, picnics, end-of-year get together and so on.

Esteem needs is the fourth level of needs and it comprises the need for self-respect and approval of others. Organizations introduce award events to recognize distinguished individuals.

Self-actualization occupies the last level at the top of the hierarchy. It refers to the need to reach the height one has targeted. The rationale here holds to the point that self-actualized employees represent valuable assets to the organization's human resource.

### 2.2.2 Expectancy Theory

The proponent of the expectancy theory was Victor Vroom in 1964; it was propounded as an option to the content models. Vroom clarifies that motivation is a result of three elements, Valence (how much one wants a reward), Expectancy (one's gauge of the likelihood that exertion will result in effective execution) and Instrumentality (one's gauge that execution will bring about accepting the reward).

Valence talks about the quality of a man's inclination for a specific result. It is the individual's esteem that workers put on the prizes they would like to get for execution. At the point when valence is high, inspiration is likewise high.

Expectancy alludes to a man's acknowledgment of the likelihood that exertion will prompt execution. Instrumentality is a man's view of the likelihood that specific results are appended to execution. In this way, an individual is propelled by the apparent reward accessible to him for achieving an objective.

For instance, a worker feels that his advancement relies upon his brilliant execution, there are two results, in particular, first level result, magnificent execution) and the second level result, his advancement). Here his valence ought to be considered. Valence for a reward is exceptional to every worker.

Victor Vroom valence, (that is, quality of feeling for the specific result) might be positive, neutral or negative. On the contrary, that his craving for advancement is high, his valence will be certain. In the event that he is unconcerned with advancement, valence will be zero and on the off chance that he detests advancement, at that point it will be negative. Here, the worker would be persuaded towards astounding execution in view of his inclination to

be advanced. The phenomenal execution, (the primary level result is thought to be instrumental in getting his advancement, (second level result).

Therefore, as indicated by Vroom, motivation is the result of valence, expectancy and instrumentality. This theory speaks to a complete, substantial and valuable way to deal with understanding motivation.

### **2.2.3 Reinforcement Theory**

According to Venugopalan (2007), reinforcement theory applies the behaviourist learning theories to motivation. He attested that while cognitive theories like Maslow's Need Hierarchy contends that internal needs prompt behaviour, reinforcement theory expresses that outer outcomes have a tendency to decide behaviour. It disregards the inward condition of needs of the person.

Reinforcement theory uncovers that human conduct can be clarified as far as the past positive or negative results of that behaviour. This theory is genuinely a behaviouristic approach where one can see that reinforcement conditions behaviour. The repetitive behaviour that individuals have become accustomed to will create desirable results. Those behaviours, which are compensated, have a tendency to be rehashed and those behaviours, which are either not remunerated or rebuffed, keep an eye on disappear. Behaviour alteration depends on the idea that conduct rely on its outcomes and accordingly, it is conceivable to control various worker behaviours by controlling their results. Skinner is of the conclusion that individuals' behaviour can be controlled and molded by strengthening wanted behaviour successively. At the point when the reinforced behaviour is rehashed, the unrewarded behaviour tends to blur.

In the event that the behavior is not as exact as wanted by a superior, reshaped reinforcements the coveted way can move the real conduct near the desired behaviour. Along these lines reinforcement gives solid and capable methods for molding behaviour. It ought to be connected in accordance with the standards of social learning. Prizes or reinforcements must meet a worker's particular needs and should be connected impartially. Administration faculty ought to have an unmistakable considered the conduct they would energize and be predictable in reinforcing them.

#### **2.2.4 Equity Theory**

Adam's theory of equity is considered as one of the prominent social exchange theories, which picked up consideration just in the current past. Created by John Stacy Adams, Equity theory expresses a major contribution to work execution and fulfillment is the degree of value or imbalance that individuals see in their work circumstance.

As indicated by Venugopalan (2007), this theory expresses that equity happens when the proportion of a person's result to his data sources breaks even with the proportion of someone else's yield to inputs. Inequity happens when a man perceives that the proportion of his results to inputs and the proportion of an important individual's results to inputs are unequal. Here, the data sources (training, economic wellbeing, capabilities, age, hierarchical positions) and yields (rewards, for example, pay, advancement, the inherent enthusiasm for the activity) of a man and others depend on the individual's perception. Equity theory accepts that individuals evaluate their performance

and attitudes by contrasting both their commitment with work and the advantages they get from it to the commitments and advantages of someone else.

Equity theory, additionally, expresses that a man's motivation is the extent to which the apparent reasonableness of the prizes got for a specific measure of exertion contrast with others. The hypothesis perceives that people are concerned not just with the total measure of rewards they get for their endeavors, yet in addition with the relationship of this add up to what others get.

Individuals make judgments with regards to the connection between their data sources and results and the information sources and results of others. Equity theory clarifies that people are motivated to diminish any apparent inequity. They try to even display the proportions of results to inputs measure up to. Venugopalan (2007) perceived in his examination that when disparity exists, the individual making the correlation endeavors to make the proportions approach by changing either the results or the data sources, along these lines come back to a state of value.

This process theory of motivation is not free from feedback. It is hard to evaluate the impression of employees and furthermore pick another equivalent individual. However, the theory keeps on offering some crucial comprehension into employee motivation.

### **2.3 Motivation in Academic Libraries**

Bangbose and Ladipo (2017) initiated to the research world that numerous motivations in academic libraries recur almost every time. Some examples of such motivations include employer stability, wages and compensation, relationship with colleagues, staff evaluation, monetary motivating forces, and reward (for phenomenal execution). They established that library managers have noticed a trend in the library profession, that trend is motivation. According to them, motivation has improved the spirit of workers, in that, workers are able to ideally execute their jobs in the library without any hesitation. They also reiterated that the new spirit of workers toward their job is as a result of the several strategies of motivation designed to accomplish inspire workers at the workplace.

Further researches also indicate a number of factors that boost the working habits of library staff. These factors include: money, salaries and wages, remuneration (Tella, Ayeni & Popoola, 2007). They proposed that expert and non-expert library staff hold the view that motivation in the workplace, indeed, creates a positive environment for workers. Conversely, Staniger (2012) established that long serving employees or those close to their retiring ages and the high ranking officers hold responsibility matters in high esteem than money. Tella, Ayeni & Popoola (2007) also support the assertion of Staniger (2012) by putting forward that responsibility commands authority and respect and power, which most times keep them highly motivated.

Likewise, Obajemu, Dekpen and Ojo (2012) assert that for an organisation to keep up to its objectives(s) fringe benefits must be held to the core. This

suggests that an organisation can get its best from the staff when the organisation consistently keeps up to their positive motivation strategies. Remarkably, countless motivational parameters recognized have impact on the execution of the library workers to an outstandingly incredible degree. This, be that as it may, accentuates the significance of persuading a workforce in any organisation.

It has been proven that motivation comes in various forms to ease work for the workers. It may be in the form of intrinsic or extrinsic. Whatever form it takes urges workers to put in their best in the activity to increase productivity. Ola and Adeyemi (2012) found a positive and great connection between co-workers in Kenneth Dike Library and submitted that workplace has the tendency to create an atmosphere that will bring no malignity or antagonism. Similarly, Satta, Nawaz and Khan's (2012) opinion that several factors contribute to determine the job satisfaction including the basic factor (pay, work, supervision, promotion, co-workers and work environment).

The effect of motivation on worker's performance and productivity included: the motivation of employees with organizational objectives, high level of job satisfaction among staff of all categories, and improvement in staff attitude towards work. other effects of motivation such as overall job performance and productivity, improved staff skills and knowledge, quality of service to the users, and improved efficiency in service delivery were improved while they reduce the level of staff turnover (leaving the present occupation for another), and impacted representatives to add to the organisation's viability, and get the best out of them.

Tella, Ayeni and Popoola (2007) noticed that it is a step in the right direction for library administration to meet the demands of their personnel to the influence of motivation on scholastic library personnel execution and efficiency in Lagos, Nigeria. Their study showed that 45 personnel reinforce their inspiration, fulfillment, and pledge to limit turnover, and that library administration should focus on enhancing the states of administration for library work force. On the other hand, problems of motivation in the chosen academic libraries usually occur. The study demonstrated that numerous staff was indeterminate about the eventual fate of their profession; there was no responsibility on the part of senior staff and bolster, and an absence of aggregate duty by staff to the association, and additionally poor authoritative climate.

The finding confirmed numerous different past investigations, for example, Allner (2008), stated expressed that examples of poor administrative initiative make low confidence, poor authoritative climate, doubt towards administrators among subordinates, low efficiency, absence of collaboration, and absence of agreement assembling and shared objectives. Staninger (2012) along these lines cautioned that unwillingness to include partners in basic leadership might be a solid sign of inadequate administration. Library partners are those that have an enthusiasm for the productive and viable activity of the library.

#### **2.4 Impact of intrinsic Variables on Job Satisfaction**

This section reviews the influence of intrinsic variables on levels of job satisfaction as follows:

#### **2.4.1 Recognition and Job Satisfaction**

It must be noted that appreciation is a fundamental human need; therefore, employees are likely to respond positively to appreciation expressed through recognition of good work. Recognition is the sense an individual gets for being an esteemed individual of an organisation. Recognition is rewards, either money related or non-financial, given in the general population or imparted in the work concerning the achievement of an individual (Hellman, 1997). Locke (1973) (cited in Dartey-Baah, 2010) discovered recognition as the single most frequently mentioned event which motivates positive efforts from workers.

Another fundamental limit of affirmation for work is that it ensures game plan of feedback concerning the wellness of a vocation execution. Seeing the responsibilities of the labourer's will add to fortifying their certainty. It will arouse them to make better execution. The longing for recognition is regularly credited to the craving or requirement for confidence or a positive self-idea as indicated by Maslow (1959) according to the order of necessities. Almost all employees value being appreciated for their work, especially when supervisors and colleagues whom they respect give them the credit. So also, negative feelings emerge in people who are not given acknowledgment for achieving their work.

Dartey-Baah (2010) contends that managers and partners, whose sentiments are held to high esteem by employees, offer affirmation to specialists' duties by acclaiming their effort. He moreover state that affirmation is one of absolute most as regularly as conceivable determined components causing

satisfaction and dissatisfaction, especially among specialists. In this manner, organizations are dynamically making use of non-financial rewards as social affirmation outlines where organizations utilize nonmonetary procedures to see and reinforce needed practices (Long and Shields, 2010). Usman (2010), affirms that for specialists to be conferred, affirmation must be given to keep them recognized.

Nelson (2005) presumes that –affirmation prompts upgraded correspondence (specialists will most likely offer game plans and new considerations), better investment (agents will presumably offer to help and go the "extra mile"), and reduced non-participation and turnover (laborers will show higher work satisfaction and relentlessness).”

#### **2.4.2 Autonomy and Job Satisfaction**

A further factor that might be required to impact job satisfaction, and its different areas, is the degree of autonomy that workers appreciate in the way they do their work. As indicated by Stamps and Piedmonte (1986), –autonomy is characterized as the measure of occupation related autonomy, activity, and opportunity either allowed or required in every day work exercises”. –Given the unstructured idea of complex jobs, which expect workers to practice judgment, basic leadership, innovativeness, and other optional practices,” (Chung-Yan, 2010). Frese and Zapf (1994) said that –those with circumspection and control would more be able to successfully resolve issues since they have the freedom to pick methodologies which suite certain circumstances.”

As per the EWCO report (2006) on the European Foundation for the Improvement of Living and Working Conditions, on account of the Netherlands, requiring some investment off amid work hours, choosing the request of work exercises, and intruding on work at any minute to take a break, and choosing the way the work is done all demonstrated positive and factually huge relationship with job satisfaction.

### **2.4.3 Responsibility and Job Satisfaction**

Responsibility is noted by Herzberg (1959) as an event that a person derives satisfaction from such as being given an assignment without any formal advancement or being allowed to work without supervision. Kirkman and Rosen (1999) assert that when individuals from an organization have a common feeling of higher responsibility, their individual and shared occasions will probably be more proactive and essential than those individuals from a less engaged responsibility. Then again, without a solid feeling of strengthening, employees may have suspicious and gather data and be hesitant to go out on a limb.

On the other hand, employees are exceptionally capable, arranged to go out on a limb and concentrate from their missteps; they will be less dependent on appropriate group pioneers. —Expanded work obligation might be identified with numerous variables recommended in the two-factor model as respect and interpersonal connections have suggestions for person's character,” (Lai, 2011).

Responsibilities are for the most part dictated by the business to encourage accomplishment of objectives. Hence, university administration and librarians ought to assign obligations as per mastery and capacities of the person.

As indicated by Luthans (2002), duties ought to be particular in the matter of whether they are every day or week by week obligations that workers should perform to keep them from being over-burden. The businesses must ensure that duties are institutionalized for each activity level which has a duplicate of his or her expected set of responsibilities.

#### **2.4.4 Achievement and Job Satisfaction**

–Herzberg connected this factor with sentiments of achievement, for example, finishing an errand or settling an issue,” (Knight and Westbrook, 1999).

–Employees who show a solid introduction for accomplishment might be described by working for some period of time, tolerating testing assignments, and a readiness to take the necessary steps to achieve most extreme results,” (Scott, Moore and Micelli, 1997).

#### **2.4.5 Advancement and Job Satisfaction**

According to Parvin and Kabir (2011), –promotion can be defined as getting high status in the workplace by doing effective work, generally increase the status, position and remuneration or the employee in the organization”.

Promotion can along these lines be improved as proceeding towards upward positions in the association. Naveed and Bushra (2011) demonstrated that Maslow's hierarchy of needs theory likewise portrayed that when regard needs (self-sufficiency, power, acknowledgment and status) of individuals are

satisfied, they will be happier with their activity. De Souza (2002) gauges the impact of promotions on worker fulfillment, concentrating on promotion fulfillment in a little example of supervisors. De Souza finds that supervisors who got a promotion are happier with advancement openings and have more noteworthy promotion desires for what's to come.

#### **2.4.6 Empowerment and Job Satisfaction**

Hicky and Casner-Lotto (1998) express that approval is tied in with allocating clearly to non-organization delegates a lot of basic leadership expert ordinarily held for administrators. They also contend that a really participative organization is depicted by work systems that are sorted out to make specialist consideration persistent.

Portage and Fottler, (1995) underscore that the strengthening strategy requires the sharing of information and learning critical to enable workers to add to various leveled execution. Chin and Gill (2001) contend that genuine organization draws people on the anchor of significance up to the level above them and a short time later offer the power that is available. Employee possession tends to build worker's craving for control and the proprietorship rights may incorporate the rights to data, basic leadership and as a rule, expanded interest (Bartkus, 1997).

Rinehart and Short (1994) found a solid and positive connection amongst strengthening and employment fulfillment. Dennis (1998) additionally found a solid connection between the factors of worker contribution and occupation fulfillment in his scan for factors impacting work fulfillment in the prion condition. What leaves the writing checked on is that strengthening is about

participative basic leadership or self-rule. Participative decision making is a circumstance in which choices relating to exercises are touched by the very people who are to execute those choices (Hammuda and Dulaimi, 1997).

## **2.5 Importance of Motivation**

The success of individuals and organizational goals are free procedures that are connected by employee work motivation. People persuade themselves to fulfill their own objectives; subsequently, they channel their exertion towards the accomplishments of authoritative destinations to meet with their own objectives. It implies that hierarchical objectives are specifically relative to the individual objectives of people. In this way, managers endeavor to motivate their staff in the organization to perform at abnormal states. This implies motivating them to buckle down, to come to work consistently, and to make positive commitment to the organisation's main goal and all the more critically to control staff steady loss inside the organisation to the barest least.

The failure and success of any organization to a greater extent depend on its human capital. Profitability, (which is the primary objective of every business) productivity, and morale suffers if staff are not motivated. It is against this setting that it is important for managers to motivate their staff if only they want to remain very competitive in their businesses. Robert (2005), revealed that ~~the~~ manager's activity is to guarantee the work done however employees are fulfilled and the employees are self-spurred towards their work instead of simply being coordinated". Employee's contribution is not such a great amount of imperatively inspiring library staff. Workers ought to inspire themselves to have good attitude toward work.

The fact about organizational administrations is that the motivation of workers whether talented or untalented must be the focus of every organisational administrator in this focused world for them to offer productive and great administrations that clients anticipate. –The workers' motivations, their excited and vivacious conduct towards errand satisfaction are assumed in the accomplishments of organizations to make profit,” (Ahmed, Wasay and Malik, 2012). It is not only enough to invest heavily on heavy equipment, it is equally important to put system that aim at motivating staff who would take off this heavy equipment for the achievement of the overall objective of the organization in place. A supposition that, –A happy worker is a productive worker” cannot be glossed over. Manager's essential errand is to persuade staff to play out the assignment of the organization.

–One of the elements of human resource manager is identified with guaranteeing employees' work environment and motivation; the human resource supervisor's capacity ought to help the general manager to make the employees happy with their jobs” (Petcharak, 2002). Additional objective of organizations is the objective for the administrator to create and propel employees and empower their assurance, for example, chiefs, companions, organization, and workplace. Performance is said to be poor if the worker is unsatisfied and despondent. This regularly brings about poor performance.

Accordingly, the manager must discover the keys to persuade the subordinate to be prompt to buckle down, and to make positive commitments towards the accomplishment of authoritative targets. Motivation is an operative instrument

in the hands of a supervisor for motivating a work compel and making trust in it.

## **2.6 Concept of Job Satisfaction**

Understanding and appreciating the concept of gratification for work is necessary to define “morale and attitude” and establish their relation to job satisfaction. Morale can be explained as “the state of the spirits of a person or group as exhibited by confidence, cheerfulness, discipline and willingness to perform assigned tasks” (Statt, 2004). Job satisfaction is a topic that has generated a lot of interest for both people working in organizations and researchers. Job satisfaction is similar to numerous organizational spectacles such as motivation, performance, leadership, attitude, conflict, etc.

There are various components of job satisfaction that researchers have recognized which will enable them measure the virtual significance of each component of job satisfaction and to explore the influences these elements have on employee productivity. Statt (2004) defines Job Satisfaction as “the degree to which a worker is content with the rewards he or she gets out of his or her job particularly in terms of intrinsic motivation.” Stat adds that Job Satisfaction is “a positive feeling of accomplishment and accomplishment at work. It is by and large claimed to be specifically connected to profitability and also to individual prosperity.” This confirms Robbins’ (2003) assertion that “Job Satisfaction is consequently completing an occupation one appreciates doing well and being compensated for the endeavors put in and inferring excitement and joy with one's work.” “Job satisfaction is the key to fixing prompts acknowledgment, salary, advancement, and the

accomplishment of different objectives that prompt a sentiment satisfaction” (Kaliski, 2007).

Aziri (2011) indicates that “Job satisfaction is the feeling and thoughts that people have concerning their current places of work. Aziri continues that people's levels of work fulfillment can extend from outrageous fulfillment to extraordinary disappointment.” When people have some manners toward their occupations, they can have equal dispositions toward parts of their employments, such as the kind of work they do, their supporters, directors or and their subordinates.

Job satisfaction is a component of organizational commitment. Spector (1996) stated that “job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.” Robbins, (2003) discovered that “organizations with more satisfied workers are more effective than those with less satisfied workers.”

Velnampy's (2008) work on job attitude and employees' performance revealed that activity fulfillment impacts positive effect on the execution of the representatives as it quickens work contribution. He additionally discovered that higher execution likewise influences individuals to feel more fulfilled and focused on the association. The fulfillment and execution of the worker works in a cycle and are reliant. Occupation fulfillment and contribution of the representative enable him to have large amounts of execution.

Shahu and Gole (2008), in their investigation summed up their discoveries on a factor that “work fulfillment ought to be considered by the association as

vital arrangement which should be considered with a specific end goal to enhance representative's execution and where representatives can put their best execution." Execution level has coordinate association with the level of fulfillment scores. There ought to be some mindfulness programs, relating to the pressure and fulfillment level in the ventures.

This would help associations to comprehend the benefits of pressure information in connection to fulfillment and objective accomplishment in the business. Supervisors in numerous associations share the worries of analysts for the activity fulfillment of representatives. "The evaluation of Job satisfaction occupation is a typical movement in numerous associations where administration feels that worker prosperity is vital," (Tachie, 2007). A few people are dedicated to look for some kind of employment as a vital piece of their lives.

A few people then again look for some kind of employment offensive and work simply because they need to. Occupation fulfillment tells how much individuals like their activity. It is essential to know the level of fulfillment at work for some reasons and the after effects of the activity fulfillment think about influence both the specialists and the association.

In the perspective of the laborers, clearly individuals get a kick out of the chance to be dealt with reasonably. "Specialists feeling regarded and fulfilled at work could be a reasonable impression of good treatment. In the organisation's perspective occupation fulfillment can prompt enhanced execution of the specialists who influence the yield of the organization. Representative fulfillment is for the most part considered as the driver of the

worker maintenance and worker profitability. Fulfilled representatives are essential for expanding profitability, responsiveness, quality, and client benefit,” (Tachie, 2007).

Robbins and Judge (2008) postulate that “Job satisfaction is that activity about positive feeling about the activity, while a person who is displeased holds negative emotions about the activity.” Schermoerhorn, et al. (2004) opined that activity fulfillment is how much people feel decidedly or contrarily about their employments. It is a perspective or enthusiastic response to one's assignments and furthermore to the physical and social conditions at the workplace. In thought, work satisfaction in similar manner demonstrates how much the wants in someone's psychological form are fulfilled. Job fulfillment is most likely going to be higher for individuals who see an impelling responsibilities modified in their relationship with the affiliation (Tachie, 2007).

Mullins (2010) sees Job satisfaction as the feeling, a state of mind and a matter of observation. It comes about because of an evaluation of a worker's involvement with work. Job satisfaction includes likes, hates, extraneous and inherent requirements. It is inside a worker's control but additionally past his or her control. The need to hold qualified library staff enrolled into the colleges can't be over-underscored in light of the generation of gifted labor to meet the present and future needs of industrials in the country. This can be effectively accomplished when there is work fulfillment among custodians in scholarly libraries.

### **2.6.1 Theories of job satisfaction**

Job satisfaction has many theories of, which Maslow and Herzberg's motivation theories discussed earlier cannot be left out. The following theories of job satisfaction would be dealt with in this study. They Range Affective Theory; Opponent Process Theory; and Social Information Processing Theory.

### **2.6.2 Range affective theory**

The range affective theory by Locke (1976) is ~~arguably~~ the most famous job satisfaction theory that states ~~job~~ satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job." Furthermore, the theory states that ~~the~~ extent to which a person values a given facet of work (for example, the degree of autonomy in a position) determines how satisfied or dissatisfied one becomes when expectations are or are not, met." When a person values a particular facet of a job, his satisfaction is impacted both positively when expectations are met and negatively when expectations are not met, as compared to one who does not value that fact. ~~The~~ theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet," (Locke & Lathan, 1990).

### **2.6.3 Opponent process theory**

Landy (1978) also propounded that the opponent process theory of job satisfaction and describes its premise as that ~~whose~~ worker has a typical or characteristic level of job satisfaction that could be called the person's steady state of equilibrium level." BVrief (1998) states that ~~when~~ changes happen in a job position or work circumstance they cause disequilibrium, nevertheless, after some time the employee fulfillment level will come back to the state of

equilibrium.” A case of this nature would increase compensation. The compensation rise makes fulfillment increase; however, in the long run fulfillment level remains genuinely stable after some time and that adjustments in the fulfillment levels are regularly just impermanent.

#### **2.6.4 Social information Processing Theory**

The social information theory, propounded by Jex (2002) “was based mainly on Festinger (1957) social comparison theory.” “Jex (2002) explains that employees look to colleagues to comprehend and create dispositions about their workplace. As it were, if employees see that their colleagues are certain and fulfilled then they will probably be fulfilled, contrarily, if their colleagues are negative and disappointed then the worker will in all probability end up disappointed also.” Similarly, employees are directed that “new contracts can move toward becoming ‘spoiled’ amid the socialization procedure on the off chance that they are put around workers who are disappointed,” (Jex, 2002). In spite of the fact that lab contemplates have discovered that social data prevailingly affects work fulfillment and qualities discernments, hierarchical tests have been less strong (Jex and Spector, 2009).

Weiss and Shaw (as cited in Aamondt, 2009) conducted a study on “performers in a training video where assembly line workers either made positive or negative comments about their jobs.” The subjects who viewed the video were then given the opportunity to perform the job. The study showed that “subjects who were shown the positive video enjoyed performing the job tasks more than the subjects who viewed the negative tape,” (Aamondt, 2009).

Mirolli, Henderson and Hills (as cited in Aamondt, 2009) also conducted a similar study. In this study, “the subjects performed a task with two experiments and pretended to be other subjects (the study referred to them as confederates) about the job and how much they enjoyed it.” In the second condition, the confederates made negative comments about the job and how much they disliked it. But in the controlled conditions, no positive or negative comments were made regarding the job. “The actual subjects exposed to the confederates who made positive comments rate the job tasks as more enjoyable than the subjects exposed to the negative comments by the confederates. This further supports social information processing theory,” (Aamondt, 2009).

Generally, the research on social information processing theory supports the idea that social environment does have an effect on employees’ attitudes and behaviours. “As an application of social information processing theory, an IT company in Germany, Network, implemented rules in their contracts. Employees who work at this company must sign a contract agreeing not to whine or complain. They have even forced employees for excessive whining,” (Aamondt, 2009).

## **2.7 Impact of Hygiene (Extrinsic factors) on job satisfaction**

Tan and Waheed (2011) indicated that employees put more prominent accentuation on cleanliness factors than sparks, specifically, working condition, cash factor and friends’ arrangements. Their discoveries propose that any association that intends to get ready for a reward plan may need to take these three critical motivational components into thought and organize

them over other motivational factors as these factors will enhance the activity fulfillment of sales representatives, and in the end specialists' profitability and execution levels. The analysts posit that business administrators and directors need to fulfill their respondents, and they should deal with their worries and needs.

### **2.7.1 Extrinsic Factors Influencing Job Satisfaction**

#### **2.7.2 Supervision and Job Satisfaction**

–At the point when a supervisor gives coaching, the relationship influences the protégés aptitude advancement and aims to stay with the employer,” (McManus and Russell, 1997). Scanduraa and Williams (2004) also indicate that ~~non~~-supervisory coach may expand mentee's certainty by giving access to outside association. Despite the fact that ~~the~~ help of director isn't exceptionally essential in fulfillment, it has positive effect on fulfillment” (Griffin, Patterson and West, 2001). Chakrabarty, Oubre and Brown (2000) support the claims of Griffin, et al (2001) by stating that "possibly, the finest manner by which supervisors can depict themselves as a good example is to actually exhibit legitimate systems with the goal that employee could see how employment ought to be finished.” Friedlander and Margulies (1969) discovered that ~~administration~~ and amicable staff connections add to the level of occupation fulfillment.” In any case, ~~this~~ outcome contradicts with perspective of Herzberg, (1966), who said that supervision is unimportant to the level of occupation fulfillment.”

#### **2.7.3 Salary and Job Satisfaction**

Salary or pay is one of the fundamental necessities of occupation fulfillment among representatives in both open and private divisions. Dessler, (2012)

demonstrated that “workers’ pay incorporates all remuneration factors which are given to him against his work.” Heery and Noon (2001) “characterized pay through various segments like fundamental pay, benefits, rewards, pay for doing additional work and motivating forces”. Pay is consequently what a representative gets for satisfying his doled out obligation; this for the most part incorporates a wide range of budgetary and non-money related prizes.

Lai, (2011), depicted that pay “is one of those sufficient variables which if blocked diminishes the mistake level of workers. If a specialist is compensated by his need, he will easily direct extra work if any emergency happens.” As indicated by Basset (1994), “pay or salary strongly affects work fulfillment and disappointment of any representative.” Bailey (2001) discovered that “the measure of pay offered is the most vital elements to pull in youngsters to join the Army in America.” In the event that the compensation bundles were attractive, at that point the youthful warriors will affect inspiration toward work fulfillment. He contended that if the pattern toward more prominent fortune society proceeded with, American youth would have little tolerance with any type of financial hardship and an expanded pay bundle would be obligatory to fascination and maintenance of work compel in the Army.

Robbins (2003) revealed that “Herzberg's motivation-hygiene theory tells that pay is one of those hygiene factors which reduce work disappointment.” Pay is a factor which drives employees from disappointment to no disappointment.

#### **2.7.4 Working Conditions and Job Satisfaction**

As indicated by Frame (2004) “work conditions are characterized as employees’ work place, work instruments, the work itself, association

approach, and authoritative tenets.” Arnold and Feldman (1996) advanced that following factors: –temperature, lighting, ventilation, cleanliness, clamor, working hours, and assets are some features of working conditions.” Robbins (2001) advocates that –working conditions will impact work fulfillment, as representatives are worried about an agreeable physical workplace. Thus this will render a more positive level of employment fulfillment. Baron and Greenberg (2003) summarises the claims of Arnold and Feldman (1996) and Robbins (2001) by stating that –the absence of such working conditions, in addition to other things, can inadequately affect the laborer's psychological and physical prosperity,”

#### **2.7.5 Co-worker relationship and Job Satisfaction**

One major determinant of job satisfaction is the relationship with co-workers. –The quality of interpersonal relationships between co-workers at all levels creates a good feelings and positive support associated with job satisfaction” (Harris, Winkowski, & Engdahl, 2007), –this includes coaching, helping with assignments and giving instruction.” Beehr (1995) stated the that –a greater level of social support from the peers and other in the environment contributes to the betterment of employee to perform resulting in a positive relation between any job stressors and the individual damage a person may bare alone.” The effects of job stress on individuals cannot be absorbed through social support criteria.

In another related research which was led by Schneider and Bowen (1985), they proposed that the supervisory and associate help make an extremely conducive condition which reduces the longing to interface in showing of

positive feelings which implies that if a worker has a decent state of mind to work since better ecological variables exist at that point there will be a less enthusiastic push required to delineate the idealistic feelings of a representative.

### **2.7.6 Job Security and Job Satisfaction**

Job satisfaction which emerges from professional stability is one main consideration that influences the nature of the business representative relationship. In reality, Blanchflower and Oswald, (1999) emphasized that US laborers in secure employments record larger amounts of occupational fulfillment and European information bolster the solid association between the sentiment having a protected activity and the announcing of higher job satisfaction. Kaiser (2002) examined cross-national contrasts in the assurance of occupation fulfillment by various kinds of agreement, to be specific full-time lasting, full time settled term, low maintenance perpetual, low maintenance settled term, and independent work. Specialists in lasting full and low maintenance employments with the most elevated amount of professional stability appear to likewise appreciate high occupation fulfillment. Opposite, those in settled term occupations and independent work were found to have low employer stability and low occupation fulfillment. Souza-Poza (2000) utilized the ISSP to examine the determinants of employment fulfillment and set up that employer stability fundamentally builds the person's activity fulfillment and it is positioned seventh in order of significance among every one of the determinants of occupation fulfillment.

## **2.8 Job Satisfaction and Employee Performance**

Bame (1991) explained that job satisfaction is the state of joy, acceptance and commitment towards the performance of a duty that one has been trained to do and particularly that which provides one's source of decent livelihood. To him, this joy, acceptance and commitment to discharge such duties often hinged on a number of factors, including needs, wants, desires, aspirations, values, interest and attitudes.

These factors, he said then activates or arouses and direct the behaviour of the person concerned towards the attainment of the goals. This satisfaction can be equated to the word motivation. The conclusion is that motivation is the key ingredient in employee performance and productivity. Bame (1991) went further and explained that motivation and consequent job satisfaction can be derived from two sources namely the internal source or the intrinsic motivation and external source or extrinsic motivation. He added that when a worker is intrinsically motivated, the satisfaction derived yields initiative and independence.

Subsequently, if extrinsically motivated, the worker only works to obtain a reward or to avoid punishment. In other words, the position of scholars like Bame (1991) is that as soon as the reward is removed, work ceases to go on. From this basis, the use of rewards and punishment does not create inherent energies in employees to want to sustain efforts directed towards work. Rather, according to McShane & Gliniw (2000), ~~the~~ overall job satisfaction is a combination of a person's feeling towards the different facets of his/her job

with reference to satisfaction with co-workers, fair pay, fair promotion and care by government.”

In conclusion, job satisfaction as a concept is closely related to motivation. Often, many people presume that motivated employees are necessarily satisfied workers but the two concepts are not synonymous though their impacts improve job performance and productivity.

## **2.9 Effects of Motivation Factors on Job Satisfaction**

According to Nadim, Chaudhry, Kalyar and Riaz (2012), “intrinsic motivational factors, such as opportunities to acquire new skills, promotion opportunities and participation in decision making play a dominant role in contributing to job satisfaction.” They submitted that employees become happy as they become a part of decisions related to matters of their organizations, as they have sufficient opportunities to be promoted and when there are opportunities for them to acquire new skills. On the contrary, salary, feedback and reward are some of the important extrinsic motivational factors that contribute to job satisfaction.

According to Ahmed, Nawaz, Iqbal, Ali, Shaukat and Usman (2010), “there is significant relationship between intrinsic motivational factors and employee job satisfaction and that employees get motivated and higher job satisfaction by the recognition, work itself, opportunity for advancement, professional growth, responsibility, and good feelings about organization and there is positive relationship between intrinsic factors, hygiene (extrinsic) factors and employee job satisfaction.”

The study by Chatterjee and Chattopadhyay (2015) revealed that “there is a significant difference between public & private sector bank employees regarding their perception of intrinsic motivational factor and that there is a high score on intrinsic motivational factors so it can be said that public sector employees such as library workers had higher intrinsic motivation which enhances their job satisfaction.”

Sohail, Safdar, Saleem, Ansar and Azeem (2014) revealed that “the more motivated employees are, the more they are satisfied with their work and be committed with the organization that will lead to higher performance.” This suggests that motivation is the basic unit that attracts an employee to do his best at work. They emphasized that “employees can be motivated by different ways like, appraise their performance, giving rewards, performance appraisals, and promotions.” Organizations try to motivate their employees because it increases employees’ performance and productivity. On condition that an employee does not perform well, the organization needs to identify the factors which must be improved so as to improve performance. On the contrary, the employee positive response to duty determines how satisfied he is with his job. Increase in motivation and commitment lead to increase in job satisfaction. The results of the study show that with a higher level of motivation and commitment among workers, ultimately employees perform well.

### **2.10 Relationship between Employee Motivation and Job Satisfaction**

Singh and Tiwari (2011) conducted a research to understudy the relationship between employees’ motivation and job satisfaction. The results showed that

motivation increases with increase in job satisfaction and a fall in motivation would leads to a decrease in job satisfaction. The results of Singh and Tiwari's (2011) study revealed that motivation remains unaffected of both age as well as the length of the service because the factors that contribute to motivation and satisfaction seem to be present in the working environment of the organization." The paper also discovers the relevance of different factors that contribute to the satisfaction of employees; compensation package emerged as the most important factor, whereas the self-actualization appears to be least important factor.

Employers are faced with a huge burden of motivating employees and creating high job satisfaction among their staff because creating programs and policies to enhance job satisfaction and serve motivate employees involves time and money. Cong and Van's (2013) study intended to establish the policy implications of motivational factors for management of PVNC by first establishing a set of factors that can motivate employees of PVNC." It was realized that pay and promotion is the most important motivational factor followed by good working conditions. The paper revealed that these two main factors are not the only factors that are needed to motivate employees of the PVNC.

According to Drake et al. (2007), employees who receive good compensation but work in an uncondusive atmosphere or environment or do repetitive work will lead to employee turnover because of the lack of intrinsic rewards cannot be compensated for with extrinsic rewards. Intrinsic rewards can take a wide variety of forms such as job involvement, participation in decision making, job

autonomy, task significance and recognition which increase satisfaction and overall job relate productivity of workers and these rewards creates a highly satisfied workforce in an organization,” Statt (2003). They added that intrinsic reward motivates employees and has significant importance.

A study conducted by Abugre and Sarwar (2013) confirmed that compensation influences job positively and increases employee satisfaction. A study was conducted with 110 respondents from workers in two Ghanaian private organizations. One of the findings from the study was that job satisfaction inspires employees’ loyalty to organizations. However, the study recorded a very high level of dissatisfaction for employee pay and amount of work they do. In the same vein a study conducted by Lambert, Hogan and Barton (2001) established that compensation expressively influence job satisfaction. This result was in consonance with the assumption that employees normally take employment where non-financial and financial compensation are mostly used to determine the employee value.

In another study conducted by Nawab, Bhati and Shati (2011), the result showed a positive relation between employee compensation and satisfaction. In that study, Nawab et al. (2011) used Pearson correlation matrix to show the impact of employee compensation on employee satisfaction among 233 Pakistani University teachers. The results showed that employee in Pakistan have greater job satisfaction if they are being compensated well. They concluded that when organization better compensate their employees, employees’ satisfaction with the job increases.

Bulens et al. (2006) clarified the issue by indicating that there is a direct relationship between motivation and job satisfaction. Schermerhorn et al. (2004) and Robbins and Judge (2008) have all suggested that there is positive effect (increase productivity, talk positively about the organization, help co-workers, increase customer service satisfaction and loyalty (service sectors), high attendance to work, reduction of workplace deviance) of job satisfaction and motivation. Where there is lack of motivation and job satisfaction, the organization suffers from low poor customer service, absenteeism, turnover, tardiness, withdrawal cognitive and workplace deviance (Rizwa, Mahmoud & Mahmoud, 2010; Robbins & Judge, 2008; Robbins et al., 2008; Schermerhorn et al., 2004).

### **2.11 Empirical Review on the Effects of Motivation and Job satisfaction**

Motivation and Job satisfaction have both positive and negative effects in organisations. Kyumana (2017) conducted research on assessing the extent of job satisfaction among staff of the Institute of Finance Management library. The study used Minnesota Satisfaction Questionnaire (MSQ – short form) and sampling was enumerative to incorporate all professionals and para - professionals' library staff. The findings showed that IFM library staff experience moderate satisfaction with work itself and job security being the factors that caused high satisfaction. Achievement, recognition, advancement, salary, responsibility, status and relationship with supervisors and co-workers accounted for moderate satisfaction. The study pointed out that the one overwhelming fact or for low satisfaction leading to dissatisfaction of IFM library staff was working environment. Establishment of the library board to include stakeholders from various faculties including students and

management of IFM was recommended and seen as a way forward to bridging the gap between library staff and the academic community thus, facilitating service provision and job satisfaction.

Lamprey et al. (2013) conducted research on “Motivation and Performance of Librarians in Public Universities in Ghana”. Their work explores motivation in libraries, its impact on performance, the perception of library staff on motivation and the endeavours of managements of universities towards the motivation of librarians. The work adopted the survey design and engaged seventy-two library staff from across six Ghanaian academic libraries through a questionnaire. The study in identifying the internal and external considerations which motivate library staff, found that, the level of motivation among librarians in academic libraries in Ghana is generally very high and that motivation generally tends to have a positive impact on the performance of majority of these library staff.

However, the authors recommended that the public university managements needs to do more to improve the motivation levels. The study concluded by recommending that Ghanaian academic libraries should make an effort towards the motivation of their staff through factors such as career development opportunities, adequate compensation and better conditions of service in a bid to retain their services. Furthermore, it was recommended that librarians be given the opportunity to embark on study leave with full remuneration outside the field of librarianship so as to encourage subject specialization. Again, it was recommended that issues such as slow processing of promotion applications, inequitable promotion systems, favouritism,

discrimination and poor working conditions should be seriously considered and addressed by management of public Ghanaian academic libraries.

Senyah (2003) also conducted research on “Motivation and productivity in academic libraries: A case study of the Kwame Nkrumah University of Science and Technology Library, Kumasi”. The author indicated that library assistants, composed of Para-professionals (Senior Staff) and junior staff make up over 50% of the aggregate labour of the KNUST Library. The efforts of these assistants towards the efficient and effective running of the University Library System are of fundamental importance. Therefore, the study aimed at revealing how best to motivate these library assistants of the KNUST Library with a view to boosting their performances and productivity. Factors precluding higher motivation of the assistants were revealed by the study. Recommendations for higher motivation are finally proffered to boost staff performance and the delivery of service at the KNUST Library. Senyah (2003) recommends that Ghanaian academic libraries must be actively seen exploring different sources and avenues of funding to meet the routine operational costs in the current era of dwindling budgetary allocation.

Ranaweera et al. (2018) conducted research on “Job Satisfaction of Library Staff: A Study Based on University Libraries in Sri Lanka”. According to the authors, University libraries are regarded as a fundamental entity of a university and as such the employees of the library have an important role to play in disseminating information to the academic clientele in the university. The objectives of the study were to comprehensively investigate job satisfaction of employees and to identify the main factors of job satisfaction

and to proffer some recommendations on how to overcome the dissatisfaction among staff working in the various universities.

The study sampled 510 respondents representing all professional, para-professional and auxiliary staff categories working in 14 Sri Lankan academic libraries. A Semi structured questionnaire with five point likert scale was used to solicit quantitative data for the work. The study's findings indicated that academic library employees were fairly satisfied with their jobs and co-workers, salary and benefits, physical working condition, career development opportunities, work itself, appreciation and feedback identified as the main factors of job satisfaction. The study recommended to library authorities to take immediate measures to boost the level of job satisfaction among employees by enhancing a collaborative working atmosphere, provide more career development avenues, and establish a proper mechanism to provide appreciation and feedback to enrich the current level of job satisfaction of library staff.

Mila (2011) also examined the impact of "Job satisfaction in a South African academic library". The aim of the project was to investigate job satisfaction at the Cape Peninsula University of Technology Library (CPUT). The project was framed by two closely related models in human resources management, namely Herzberg's two factor theory of motivation and Hackman and Oldham's Job Characteristics Model (JCM). Questionnaires were used to gather data from 91 library staff in CPUT. The study revealed areas of satisfaction and dissatisfaction among staff and the impact of the merger on staff who were employed before 2005. The study found that majority of

library staff were dissatisfied with their promotion prospects and work distribution. The participants mentioned that there is the need for a more participative management style and clear lines of communication. The study revealed that respondents like their work but 48% say they would accept a job outside the CPUT Library and only 50% claim to be proud to say they work at CPUT Library, with another 27% neutral. There were mixed findings on the impact of the merger, which the author attributed to the lack of institutional commitment.

## **2.12 Summary of the Literature Reviewed**

The literature review has dealt extensively with issues that guided the study. In this review, the researcher discussed the views of various of scholars, authors, editors and authorities in different concepts that relate to the problem under study, Employee motivation and job satisfaction in Ghanaian academic Libraries. Literature reviewed shows that motivation has a positive relationship with job content. This was obvious when one looks at the theories underpinning motivation and job satisfaction.

The literature reviewed focused on some theories and empirical studies related to motivation and job satisfaction. It examined how employee motivation relates to their job satisfaction and the effects of the two variables. Each of these theories and empirical studies reviewed contributes in its own special way to enhance the understanding of how employee motivation can be used to energize, direct and control employee job behavior to stimulate satisfaction at the workplace in order to attain high productivity.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter explains how the study was conducted. It describes the methods and procedures used to conduct the research. Research methodology represents the systemic investigation aimed at solving research problems (Kothari, 2004). It therefore provides the overall direction for the conduct of the study and also has the capacity of enhancing logical conclusion or solution to the research problem. This chapter focuses particularly on the research design, population, instrumentation, pre-testing, data collection procedure and data analysis.

#### 3.2 Research Design

Research design has been described as a plan that shows how data relating to a given problem should be gathered and processed (Cooper & Schindler, 2001). It can therefore be seen as a plan or blueprint providing the procedural outlines for the conduct of any investigation. It sometimes, serves as a starting point for hypothesis generation and theory development (Amedahe, 2005).

The cross-sectional survey was used for the study. Cross-sectional survey collects data from different subjects in the same study at the same time. This design is useful because the objective is to get a “snapshot” of a phenomenon of investigation among groups (Bourque, 2004). The cross-sectional survey was used because the study seeks to assess the opinion of different population on the same subject matter at a particular point in time. According to Mann (2003), the cross-sectional design helps to enrich a study because it helps to

study a large number of people within a short period and determine the causes and prevalence of a phenomenon or current situation. Therefore, inferences could be made about some characteristics, attitudes or behaviour of the population.

### **3.3 Selection of Cases**

This study focused on the Sam Jonah Library, at the University of Cape Coast and Osagyefo Library, University of Education, Winneba, Ghana. The researcher decided to use these libraries because firstly, the two institutions are in the same region and secondly, these libraries control the operations of the satellite libraries. Also, most of the respondents in these libraries have had relatively longer services on how public academic libraries operate compared to those in the private libraries and therefore could provide reliable information to make this study a success. The findings of the study gave a clear picture on motivation and job satisfaction of library staff in the two academic libraries, Sam Jonah and Osagyefo Libraries.

### **3.4 Selection of Subjects**

The achievement of organizational goals is dependent on all members of an organization. It must naturally involve many others ranging from managers to the subordinates. The study thus engaged all the members of staff of Sam Jonah and Osagyefo Libraries. These included senior members, senior staff and junior staff, since every member of staff performs individual roles towards the achievement of the library's goals. Findings pertaining similar objectives could as well be observed differently from the perspectives of the various categories of subjects of this study.

### 3.4.1 Population

A population is described as the total group of subjects that meet a designated set of criteria (Neuman, 2014). It is described as any set of persons or objects that share common characteristics. With regard to this study, the target population was the entire staff of the Sam Jonah Library, University of Cape Coast and Osagyefo Library, University of Education, Winneba that performs professional library duties. There are three categories of library staff in academic libraries in Ghana. These are professionals, Para-professionals and non-professionals. The study involved all the three categories of library staff; senior members, senior staff and junior staff from the two university libraries. This excludes cleaners, clerks and messengers working in the library. The total population of library staff of the two public libraries of interest was 184. The breakdown of the population of library staff is shown in Table 3.1.

**Table 3.1: Total Population of Library Staff in UCC and UEW**

| Name of library   | Senior Members | Senior Staff | Junior Staff | Total |
|-------------------|----------------|--------------|--------------|-------|
| Sam Jonah library | 11             | 84           | 36           | 131   |
| Osagyefo library  | 6              | 29           | 18           | 53    |
| Total             | 17             | 113          | 54           | 184   |

**Source: Sam Jonah and Osagyefo Libraries' Staff Register, 2017**

### 3.4.2. Sample Size and Sampling Procedure

According Fraenkel and Wallen (2000), a sample should be carefully selected in order to be representative of the population, especially in situations where the population is very large. Where the population is small, there is no need

for sampling. The entire target population was used for the study. Using the entire target population for the study is called census sampling.

Harding (2006) defines census as a process of collecting data from every unit of a population under study rather than choosing a sample. Census study has to do with the use of the total enumeration of the target population for a study. The main purpose for selecting the entire population for the research is due to small size of the total population and with this technique, a true measure of the population is provided.

### **3.5 Instrumentation**

#### **3.5.1 Instrument**

The researcher used a questionnaire to collect the data for the study. A questionnaire is a written list of questions, the answers to which are recorded by the respondents (Kumar, 2005). Kerlinger (1973) realised that in most educational research, the questionnaire is usually adopted to collect data because it provides factual information about practices and conditions and for enquiring into the opinions and attitudes of the subjects. All the factors covered in the questionnaire were related to key constructs of the study – motivation and employee satisfaction.

The questionnaire was made up of five sections. Section –A” measured the biodata of the respondents surveyed. It had eight items. These items were measured on a close-ended structure. Section –B” measured the extent to which respondents saw hygiene factors as important in motivating them in their present occupation. The degree of importance was measured on a 7-point Likert scale where respondents were told to rank their responses from

*1=Extremely important to 7=Not at all important.* The items were 7 in the hygiene scale – Salary, working conditions, level and quality of supervision, company policies and administration policies, job security, interpersonal relations and fringe benefits. This section also sought to assess the extent to which the respondents were satisfied with the hygiene factors at their present occupation. The Hygiene construct had seven items. The opinions of the respondents were measured on a 7-point Likert Scale rated from *1=Completely dissatisfied to 7=Completely satisfied.*

Section –C” also measured the degree of importance respondents assigned to the motivation factors. The motivation scale was made up of seven items. The participants’ opinions were rated on a 7-point Likert Scale rated from *1=Extremely important to 7=Not at all important.* This section also sought to assess the extent to which the respondents were satisfied with the motivating factors at their present occupation. Motivating construct had seven items – Job description, recognition, sense of achievement, personal growth, advancement opportunities, feedback, and responsibility.

The opinions of the respondents were measured on a 7-point Likert Scale rated from *1=Completely dissatisfied to 7=Completely satisfied.* Section –D” however assessed the state of job satisfaction among the participants. The job satisfaction scale was made up of ten items. Respondents were asked to state the extent of agreement or disagreement regarding the statements representing the items. For instance, the respondents were asked “*I enjoy the work I do*” to which they rated based on a 7-point Likert Scale ranging from *1=Strongly disagree to 7=Strongly agree.* Further, respondents were asked to suggest

ways that could be adopted to increase their level of motivation and job satisfaction in section –E”.

The questionnaire was deemed appropriate for the study because it provides a much quicker means of gathering information from a fairly large population.

Furthermore, it was appropriate to use the questionnaire since the respondents were in the position to read, write and understand the items in the instrument.

Again it is economical, easy to construct and questions are consistent and uniform. A Questionnaire also ensures the anonymity of the respondents which makes it easier for the respondents to volunteer information without fear of victimization (Gravetter & Forzano, 2006).

Despite all these, it had the disadvantage of not providing motivation for the respondents to answer the questions and also it does not provide the respondents enough opportunity to provide extra information that may be necessary to the study. This is particularly the case of closed-ended type of questionnaire. It does not also provide the researcher the opportunity to understand the experiences of the respondents and their interpretation of those experiences.

However, in view of Fraenkel and Wallen (2002), questionnaires are limited to literate populations and do not provide an opportunity to collect additional information. Fortunately for this study, all sampled respondents were able to read and write as expected.

The questioning strategy used was the close-ended approach. The closed-ended items were made up of alternative options which the respondents were

chosen from while the opened-ended questions had space(s) for the respondents to provide their own answers.

### **3.6 Pre-Test**

The pre-testing was carried out at Cape Coast Technical University library. This library was chosen because members of staff had characteristics similar to the staff of University of Cape Coast and University of Education, Winneba. Twenty (20) members of staff were selected for the pretest and out of this number 10 were junior staff, 8 were senior staff, and 2 senior members. This helped the researcher to review the questionnaires in order to ensure consistency across to focus on the clarity and relevance of the questions for the two categories of employees included in the study.

### **3.7 Mode of Data Collection**

To gather data from the sampled individuals, permission was sought from the management of the two University libraries selected. Approval was sought from the two librarians through an introductory letter collected from the Department of Information Studies, University of Ghana to introduce the researcher to the staff of the library in order to collect the data.

After the permission was granted, the librarians of the two university libraries were contacted in person, and were briefed on the importance of the study. Afterwards their consent was sought for the participation of their staff in the study. The questionnaire was administered personally by the researcher with the help of another library staff member to help improve the collection and response rates of the data collection exercise in each institution. Again, the

assistant was taken through the questionnaire to equip him with the needed issues that may arise during the course of data collection.

The respondents were informed that the completed instrument would be collected within one month. This was to ensure that the respondents had ample time to respond to all items on the questionnaire. The respondents were assured of anonymity, confidentiality and they were given the right to refuse at any time to participate in the study without any further questions or implications. The procedure took thirty (30) days to retrieve most of the copies of questionnaire from those respondents. The data was collected between January 26 and February 22, 2018. However, a follow up visit to the two universities helped the researcher to retrieve all the copies of the questionnaire. This ensured a 100% retrieval of the administered questionnaire copies.

### **3.8 Presentation and Analysis of Data**

The data collected was captured and coded and then keyed into Statistical Package for Social Sciences (SPSS) version 22.0 for analysis. This is because the SPSS offers the opportunity to use a variety of up-to-date statistical methods for analysis due to the fact that it has a good editing, labeling and ability to produce results in both report and table formats.

Regarding the research objective that sought to measure the impact of hygiene factors on job satisfaction, standard multiple regression analysis was conducted. The hygiene factors were treated as independent variable whilst employee job satisfaction was treated as dependent variable. The same analysis was conducted for research objective three.

Mann-Whitney U Test was used to test for differences between two independent groups-staff in University of Cape Coast and in University of Education, Winneba in a continuous measure-both on job motivation and job satisfaction. The relationship between employee motivation and job satisfaction was measured with the use of the Spearman rank –order correlation coefficient. This was done for objective five. The results were presented in Tables and Figures so as to make the findings easily comprehensible and enhance the efficacy of interpretation and discussion of the findings. The analysis was presented under the themes of the objectives and cross-case analyses were made.

### **3.9 Ethical Consideration**

The ethical dimensions of every research and how they were addressed are imperative to be stated. This study took into accounts the issues of informed consent, anonymity and confidentiality of respondents. Researchers need to protect the participants, gain trust with respondents; support the reliability of research, guard against transgression that might reflect on their institution or organizations (Cresswell, 2009).

Participants were given full information of the objectives and purposes of the study to enable them make decisions as to whether to participate in the exercise. The study ensured that all ethical issues bordering on confidentiality and anonymity of participants were adhered to. Finally, the study was conducted using the University of Ghana code of conduct and all documentary sources such as books, article, data and documents used or consulted were appropriately acknowledged.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

The purpose of this study was to examine the motivational factors that affect job satisfaction among staff of the Sam Jonah (UCC) and the Osagyefo (UEW) libraries. This chapter presents the data analysis and findings. Data were analyzed, classified and tabulated using Statistical Package for Social Sciences (SPSS) version 22 software. The findings are arranged according to the themes of the main objectives of the study.

#### **4.2 Demographic Information on the Respondents**

This section provides the demographic information of the respondents that were surveyed using the questionnaire administered. The demographic data includes respondents' place of work, gender, ages, sections, staff category, educational level, income levels and work experience. The results have been displayed in tables which indicate frequencies and percentages of the respondents' information.

##### **4.2.1 Place of Work of Respondents**

The first demographic variable was the place of work of the subjects. It shows the library the respondents work. Table 4.1 shows data on respondents' place of work.

The study revealed that the majority of 131(71.2%) respondents were workers in Sam Jonah Library while 53(28.8%) were workers of Osagyefo Library. This implies that more of the respondents (library staff) were from Sam Jonah Library of UCC.

**Table 4.1 Responses on Place of Work**

| Library           | Frequency  | Percent       |
|-------------------|------------|---------------|
| Sam Jonah Library | 131        | 71.20         |
| Osagyefo Library  | 53         | 28.80         |
| <b>Total</b>      | <b>184</b> | <b>100.00</b> |

Source: Field data, 2018

#### 4.2.2 Gender of Respondents

In order to determine the gender of respondents, the subjects were required to indicate their gender. The findings are presented in Table 4.2.

The results of the analysis revealed that for Osagyefo Library, 28 (52.83%) were males whilst the remaining 25 (47.17%) were females.

Similarly, it was discovered that the majority of the staff in Sam Jonah Library were made up of 76 (58.02%) males, whilst the remaining 55(41.98%) were females. The conclusion therefore is that the respondents in both libraries were male-dominated.

**Table 4.2 Responses on Gender**

| Gender of respondent | Osagyefo Library |            | Sam Jonah Library |            |
|----------------------|------------------|------------|-------------------|------------|
|                      | Frequency        | Percent    | Frequency         | Percent    |
| Male                 | 28               | 52.83      | 76                | 58.02      |
| Female               | 25               | 47.17      | 55                | 41.98      |
| <b>Total</b>         | <b>53</b>        | <b>100</b> | <b>131</b>        | <b>100</b> |

Source: Field data, 2018

#### 4.2.3 Age Range of Respondents

The study further sought to determine the age ranges of the respondents that participated in the study. Table 4.3 shows the age ranges indicated by subjects.

**Table 4.3 Age Range of Respondents**

| Age distribution respondents | Osagyefo Library |              | Sam Jonah Library |            |
|------------------------------|------------------|--------------|-------------------|------------|
|                              | Frequency        | Percent      | Frequency         | Percent    |
| 20-29yrs                     | 16               | 30.19        | 29                | 22.14      |
| 30-39yrs                     | 21               | 39.62        | 75                | 57.25      |
| 40-49yrs                     | 8                | 15.09        | 18                | 13.74      |
| 50-60yrs                     | 8                | 15.09        | 9                 | 6.87       |
| <b>Total</b>                 | <b>53</b>        | <b>100.0</b> | <b>131</b>        | <b>100</b> |

**Source: Field data, 2018**

As shown in Table 4.3, it can be seen that for Osagyefo Library, the majority of the workers - 21(39.62%) were between 30-39 years. This was followed by 16 (30.19%) between the age range of 20-29 years and 8 (15.09%) were between 40-49 years and 50-60 years' age range respectively.

In the case of Sam Jonah Library, 75 (57.25%) respondents were between 30-39 years. This was followed by 29 (22.14%) who are in the 20-29 years age range. In addition 18(13.74%) respondents were between 40-49 years and 9(6.87%) were between 50-60 years range. The results, therefore, indicates that the majority of respondents were within the ages of 30-39.

#### **4.2.4 Staff Category**

In order to know the staff category of the respondents, they were requested to state the categories they belonged to – senior member, senior staff and junior staff. The results are shown in Table 4.4.

For Osagyefo Library, it was revealed that, the majority of the participants were senior staff (29 (54.72%)). junior staff constituted (18 (33.96%)) and there were only (6 (11.32%)) senior members.

**Table 4.4: Responses on Staff Category (Job Position/Rank)**

| Category of staff | Osagyefo Library |            | Sam Jonah Library |            |
|-------------------|------------------|------------|-------------------|------------|
|                   | Frequency        | Percent    | Frequency         | Percent    |
| Senior member     | 6                | 11.32      | 11                | 8.4        |
| Senior staff      | 29               | 54.72      | 84                | 64.1       |
| Junior staff      | 18               | 33.96      | 36                | 27.5       |
| <b>Total</b>      | <b>53</b>        | <b>100</b> | <b>131</b>        | <b>100</b> |

**Source: Field data, 2018**

In the case of Sam Jonah Library, it was discovered that the majority of (84 (64.1%), were senior staff, followed by junior staff (36 (27.5%) and then senior members (11(8.4%). The results, therefore indicates that the majority of staff were senior staff.

#### **4.2.5: Departments of Respondents**

As part of the demographic information, it was necessary for the study to know the department they are assigned to. Table 4.5 shows the results of respondents concerning their departments or sections of work.

**Table 4.5: Department of Respondents**

| Section of work | Osagyefo Library |              | Sam Jonah Library |            |
|-----------------|------------------|--------------|-------------------|------------|
|                 | Frequency        | Percent      | Frequency         | Percent    |
| Reference       | 12               | 22.64        | 31                | 23         |
| Acquisition     | 14               | 26.42        | 11                | 8.4        |
| Administration  | 7                | 13.21        | 17                | 12         |
| Cataloguing     | 3                | 5.66         | 26                | 19         |
| Departmental    | 8                | 15.09        | 31                | 23         |
| Periodicals     | 4                | 7.55         | 7                 | 5.3        |
| Others          | 5                | 9.43         | 8                 | 6.1        |
| <b>Total</b>    | <b>53</b>        | <b>100.0</b> | <b>131</b>        | <b>100</b> |

**Source: Field data, 2018**

For Osagyefo Library, it was found that 14 (26.42%) were working at the Acquisition Section. This was followed by 12(22.64%) and 8(15.09%) respondents working in the Reference Section and Departmental Libraries respectively. Again, 7(13.21%) and 5(9.43%) of them were working in departmental and other sections not specified in the instrument in both libraries. In addition, 4(7.55%) and 3(5.66%) work at the Periodicals and Cataloguing Sections respectively.

In the case of Sam Jonah Library, it was revealed that the majority of (31(23.66%) respondents were found at both Reference Section and Departmental Libraries. This was followed by (26(19.85%) and (17(12.98%) working in the cataloguing section and administration respectively. Again, (11 (8.40%) were working at Acquisition Sections. The sections with the least number of workers were others (8(6.1%) and Periodicals Section (7(5.34%).

#### 4.2.6 Educational Qualification of Respondents

The study investigated the educational qualification of respondents in the study. This is presented in Table 4.6

**Table 4.6 Educational qualification of Respondents**

| The Highest Academic Qualification | Osagyefo Library |              | Sam Jonah Library |            |
|------------------------------------|------------------|--------------|-------------------|------------|
|                                    | Frequency        | Percent      | Frequency         | Percent    |
| SSCE/WASSE                         | 9                | 16.98        | 20                | 15.27      |
| Diploma                            | 8                | 15.09        | 38                | 29.01      |
| Bachelor's                         | 22               | 41.51        | 40                | 31.30      |
| Graduate Diploma                   | 1                | 1.89         | 5                 | 3.82       |
| MA/MPHIL                           | 11               | 20.75        | 26                | 19.8       |
| PHD                                | 2                | 3.77         | 1                 | 0.76       |
| <b>Total</b>                       | <b>53</b>        | <b>100.0</b> | <b>131</b>        | <b>100</b> |

Source: Field data, 2018

As shown in Table 4.6, for Osagyefo Library, it was found that 22(41.51%) hold Bachelor's Degree. This was followed by 11(20.75%) and 9(16.98%) who possess M.A/MPHIL and SSCE/WASSCE certificates respectively. Also, 8(15.09%) and 2(3.77%) had Diploma and PhD respectively. The study revealed that 1 (1.89%) holds a Graduate Diploma Certificate.

In the case of Sam Jonah Library, it was discovered that the majority of 40(31.30%) respondents possess Bachelor's Degree, followed by those by 38(29.01%) with Diploma Certificate. Furthermore, it was found that 26(19.8%) and 20(15.27%) hold M.A/MPHIL and SSCE/WASSCE respectively. Only 1(0.76%) holds a PhD. It can be seen that respondents had at least, one form of qualification or the other, but it was dominated by first degree holders.

#### **4.2.7 Income Levels of Respondents**

The study sought to uncover the income range of the respondents. The findings are presented in Table 4.7.

For Osagyefo Library, it was found that 18(33.96%) of the respondents received income between GHC 500-800. Again, 11(20.75%) were paid between GHC 1700-1900 and GHC 2000+ respectively. Furthermore, 7(13.21%) received GHC 1300-1600. In addition 4(7.55%) and 2(3.77%) were paid below GHC 500 and GHC 900-1200.

**Table 4.7 Income Levels of Respondents**

| Monthly Income | Osagyefo Library |              | Sam Jonah Library |            |
|----------------|------------------|--------------|-------------------|------------|
|                | Frequency        | Percent      | Frequency         | Percent    |
| Below GH500    | 4                | 7.55         | 1                 | 0.76       |
| GH500-800      | 18               | 33.96        | 20                | 15.27      |
| GH900-1200     | 2                | 3.77         | 31                | 23.67      |
| GH1300-1600    | 7                | 13.21        | 21                | 16.03      |
| GH1700-1900    | 11               | 20.75        | 28                | 21.37      |
| Above GH2000   | 11               | 20.75        | 30                | 22.90      |
| <b>Total</b>   | <b>53</b>        | <b>100.0</b> | <b>131</b>        | <b>100</b> |

**Source: Field data, 2018**

In the case of Sam Jonah Library, the study revealed that 31(23.67%) were paid between GHC 900-1200, and 30(22.90%) were paid above GHC 2000. Again, 28 (21.37%) and 21(16.03%) were paid between GHC 1700-1900 and GHC 1300-1600 respectively. Furthermore, 20(15.27%) were paid between GH 500-800. Only 1(0.76%) of the respondents indicated that he/she received a monthly income of GH 500. This shows that the majority of staff received monthly income between GH500-800 and GH 900-1200.

#### **4.2.8 Working Experience of the Respondents**

Table 4.8 shows the work experience of respondents. For Osagyefo library, it was found that 15(28.3%) of the respondents had worked between 1-5 years. Also, 11(20.75%) had worked between 6-10 years and 11-15 years respectively. Again, 10 (18.86%) had 16-19 years. Only 6 (11.32%) had worked for 20 years and above.

**Table 4.8: Working Experience of Respondents**

| Working experience | Osagyefo Library |              | Sam Jonah Library |            |
|--------------------|------------------|--------------|-------------------|------------|
|                    | Frequency        | Percent      | Frequency         | Percent    |
| 1-5yrs             | 15               | 28.3         | 40                | 30.53      |
| 6-10yrs            | 11               | 20.75        | 51                | 38.93      |
| 11-15yrs           | 11               | 20.75        | 24                | 18.32      |
| 16-19yrs           | 10               | 18.86        | 8                 | 6.11       |
| 20yrs and above    | 6                | 11.32        | 8                 | 6.11       |
| <b>Total</b>       | <b>53</b>        | <b>100.0</b> | <b>131</b>        | <b>100</b> |

**Source: Field data, 2018**

In the case of Sam Jonah Library, it was found that 51 (38.93%) had 6-10 years' work experience, and 40 (30.53%) had worked between 1-5 years. Again, 24(18.32%) had been working between 11-15 years. Finally, 8(6.11%) had been working between 16-19 years and 20 years and above respectively.

### **4.3 Analyses for the Research Objectives**

In this research work, five research objectives were formulated. Objective one assessed the order of importance of hygiene factors in the selected libraries and among different staff category. Objective two assessed the effect of hygiene factors on job satisfaction in Sam Jonah (UCC) and Osagyefo (UEW) libraries.

Objective three ranked the order of importance of the motivation factors in the selected libraries and among different staff category. The fourth objective assessed the effect of motivation factors on job satisfaction in Sam Jonah (UCC) and Osagyefo (UEW) libraries. The last objective examined the relationship between employee motivation (hygiene and motivation factors) on employee's job satisfaction at Sam Jonah (UCC) library and Osagyefo (UEW) library.

### 4.3.1 Importance of Hygiene Factors to Staff of Osagyefo (UEW) and Sam Jonah (UCC) Libraries

The first objective of the study was to find out the importance of hygiene factors that mostly influence Staff of the two libraries (Osagyefo and Sam Jonah). To determine this, the respondents were requested to rank in order of importance, the hygiene factors that influence their satisfaction. In order to achieve this result, data were analyzed using Mann–Whitney U test. Again Mann-Whitney U test is the non-parametric test that is used to compare two sample means that come from the same population, and used it to test whether two sample means are equal or not.

Table 4.9 shows the results on the importance of hygiene factors at both Osagyefo and Sam Jonah libraries.

**Table 4.9 Mann-Whitney Mean Ranks of Hygiene Factors by Library**

| Hygiene Factors        | Osagyefo Library | Sam Jonah Library | U        | Z     | p-value |
|------------------------|------------------|-------------------|----------|-------|---------|
|                        | Mean rank        | Mean rank         |          |       |         |
| Salary                 | 86.96            | 94.74             | 3178.000 | -.948 | .343    |
| Working conditions     | 84.67            | 95.67             | 3056.500 | 1.316 | .188    |
| Supervision            | 91.70            | 92.82             | 3429.000 | -.133 | .894    |
| Policies               | 89.77            | 93.60             | 3327.000 | -.451 | .652    |
| Job security           | 98.62            | 90.02             | 3147.000 | 1.024 | .306    |
| Interpersonal relation | 87.30            | 94.60             | 3196.000 | -.865 | .387    |
| Fringe benefits        | 88.88            | 93.97             | 3279.500 | -.598 | .550    |

**Source: Field data, 2018**

On the issue of Salary as a hygiene factor, the result showed that Osagyefo library had an average mean rank of 86.96 while Sam Jonah library had an average mean rank of 94.74. However, the result further showed that there is no statistically significant difference in the mean rank of the two libraries, U

( $=-.948$ ),  $=3178.000$ ,  $p=.343$ . Regarding working conditions, the study found that that Sam Jonah Library had an average mean rank of 95.67 compared to Osagyefo library's 84.67. Similarly, there is no statistically significant difference between the mean rank of the two libraries,  $U (= -1.316)$ ,  $= 3056.500$ ,  $p=.188$ .

Regarding quality of supervision, the study found that, Sam Jonah library had an average mean rank of 92.82 compared to Osagyefo library that had an average mean rank of 91.70 on quality supervision. The study did not find of significant mean relationship of  $U (= -.133)$ ,  $= 3056.500$ ,  $p=.894$ .

On organizational policies, it was found that Sam Jonah library had an average mean rank of 93.60 while Osagyefo had an average mean rank of 89.77. However, there was no statistically significant difference in the mean ranks of the two library  $U (= -.451)$ ,  $= 3327.000$ ,  $p=.652$ .

Regarding Job Security, the study found that Osagyefo had an average mean rank of 98.62 while Sam Jonah library had an average mean rank of 90.02. However, there was no statistically significant difference in the mean ranks of the two library  $U (= -1.024)$ ,  $= 3147.000$ ,  $p=.306$ .

Regarding interpersonal relation, it was found that Sam Jonah library had an average mean rank of 94.60 while Osagyefo library had an average mean rank of 87.30. However, there was no statistically significant difference in the mean ranks of the two library,  $U (= -.133)$ ,  $= 3056.500$ ,  $p=.894$ .

On fringe benefits, the result showed that Sam Jonah library had an average mean rank of 93.97 more than Osagyefo (MR=88.88) on fringe benefits [ $U (= -.598), = 3279.500, p=550$ ].

In effect, these results imply that employees at Sam Jonah library highly perceived the hygiene factors (salary, working conditions, supervision, policies, job security, personal relationships and fringe benefits) as more important to them than their counterparts in the Osagyefo library; however, there was no significant difference among the two libraries in their rating of the hygiene factors.

The general conclusion that can be drawn from the data is that when the hygiene factors (salary, working conditions, supervision, policies, job security, personal relationships and fridge benefits) were cross tabulated by the type of library, the results indicate that there were no significant differences among the hygiene factors though some of the staff ranked some of the higher factors higher than others. For example, in the case of Osagyefo library, job security was considered as the highest ranked hygiene factor. In the case of Sam Jonah Library, working condition was indicated as very important hygiene factor.

#### **4.3.2 Importance of Hygiene Factors by Staff Categories**

The study again sought to compare in order of importance the hygiene factors based on different staff categories at both libraries. The staff categories were senior members, senior staff and junior staff. Concerning the staff category, the result was analyzed using Kruskal-Wallis. Kruskal-Wallis (One-way analysis of variance) test, a non-parametric test, was used to show the mean

ranks between the responses of the independent groups. The result was displayed in table 4.10.

In Table 4.10, it appears that the three categories of staff differ significantly in the values placed on all the hygiene factors (salary, working conditions, supervision, policies, job security, personal relationships and fringe benefits).

**Table 4.10: Mean Ranks of Hygiene Factors by Staff Categories**

| Hygiene Factors        | Senior Members | Senior Staff | Junior Staff | Chi-squared | df | p-value |
|------------------------|----------------|--------------|--------------|-------------|----|---------|
|                        | Mean rank      | Mean rank    | Mean rank    |             |    |         |
| Salary                 | 81.21          | 95.25        | 90.30        | 1.293       | 2  | .524    |
| Working conditions     | 109.32         | 93.54        | 85.02        | 3.020       | 2  | .221    |
| Supervision            | 97.76          | 94.04        | 87.83        | .751        | 2  | .687    |
| Policies               | 90.06          | 99.06        | 79.93        | 5.322       | 2  | .070    |
| Job security           | 99.97          | 94.51        | 85.94        | 1.404       | 2  | .496    |
| Interpersonal relation | 87.26          | 92.35        | 94.46        | .251        | 2  | .882    |
| Fringe benefits        | 71.09          | 94.35        | 95.36        | 3.156       | 2  | .206    |

**Source: Field data, 2018**

However, when the results were tested using Kruskal-Wallis and Chi-square, there was no statistically significant difference in the values placed on all the hygiene factors (salary, working conditions, supervision, policies, job security, personal relationships and fringe benefits) by the three staff categories.

For example, the senior members of the two case studies considered ‘working conditions’ of the hygiene factors to be the most important of all, however, the senior staff and junior staff considered ‘working conditions’ to be the second most important hygiene factor of all.

This result implies that senior members of Osagyefo and Sam Jonah Library are motivated more by the ‘working conditions’ of the organizations as

compared to the senior staff and junior staff of the case studies. To the senior staff and junior staff of the two libraries, the most important hygiene factor was salary, however, to the senior members salary was the fourth important factor. It can be deduced from this result that both senior staff and junior staff of the two libraries are motivated more by salary as compared to the senior members of the case studies.

Further, the senior members of the two libraries considered job security as the second most important hygiene while both senior staff and junior staff ranked job security as the third important hygiene factors.

Again, both the senior members and junior staff of the case studies ranked level and quality of supervision as the fourth important hygiene factor of all while senior staff saw organizational policies as the fourth important hygiene factor of all.

It is clear that there appears to be differences in the ranking of the hygiene factors among the staff category (senior members, senior staff and junior staff), however, there was no statistically significant difference in the mean rank of the hygiene factors by the staff categories as indicated by the value of Chi-square and the p-value ( $P > 0.05$ ).

It was found that among senior members, working conditions was the most important hygiene factors among senior members ( $M=109.32$ ). Senior staff; however, selected policies ( $M=99.06$ ) whilst junior staff ranked fringe benefit as the most important hygiene factor that motivate them ( $M=95.36$ ).

It was also discovered that the second hygiene factor that motivates senior members was job security (M=99.97) whilst senior staff ranked salary as the second important factor that motivates them. Junior staff on the other hand ranked interpersonal relations as the second important hygiene factor that motivates them. Furthermore, it was discovered that supervision was the third important factor that motivates senior members (M=97.76) whilst job security was ranked third by senior staff (M=99.97). Junior staff; however, rated salary as the third important hygiene factor that motivates them (M=90.30).

Again, it was found that senior members ranked policies as the fourth factor that motivates them (M=90.06). Senior staff however ranked fringe benefits as the fourth important hygiene factor that motivates them (M=94.35) whilst junior staff also ranked supervision as the fourth hygiene factor that motivates them (M=87.83).

It was found that senior members ranked interpersonal relation as the fifth factor that motivates them (M=87.26). Senior staff however ranked supervision as the fifth important hygiene factor that motivates them (M=94.04) whilst junior staff also ranked job security as the fifth hygiene factor that motivates them (M=85.94).

Moreover, senior members ranked salary as the sixth hygiene factor that motivated them (M=81.21). Senior staff ranked working conditions as the sixth hygiene factor that motivates them (95.25) whilst junior staff also ranked working conditions as the sixth hygiene factor (M=85.02).

The last hygiene factor that motivates senior members was fringe benefits (M=71.09). Senior staff also ranked interpersonal relations as the least motivated hygiene factor (M=92.35), whilst junior staff ranked policies as the lowest hygiene factor (M=79.93).

From the findings, the general conclusion that can be drawn here is that when hygiene factors were cross tabulated by staff category for both libraries, the results indicated there were no differences among the three categories of staff: senior members, senior staff and junior staff. In other words, the three categories of staff in all the libraries regard hygiene factors as important. Based on the results from the study, it can be concluded that both libraries get the same sponsorship from the government; hence, the importance attached to hygiene factors will not differ. In nutshell, the results showed that when the hygiene factors are given the necessary attention, they will have similar impact on the staff category.

#### **4.3.3 Impact of Hygiene factors on Job Satisfaction**

Objective three examined the effect of hygiene factors on job satisfaction at Osagyefo and Sam Jonah library. Seven hygiene factors which included; salary, working condition, supervision, policies, job security, interpersonal relations and fringe benefits were used in this study. Respondents were requested to rank the hygiene factors that affect job satisfaction. To achieve this result, Multiple Regression was used. The result is presented in Table 4.11.

Table 4.11 presents the results of the model for the impact of hygiene factors on job satisfaction at Osagyefo Library. The table contains the correlations for

the independent variables (salary, working conditions, supervision, policies, job security, interpersonal relation and fringe benefits).

**Table 4.11: Impact of Hygiene Factors on Job Satisfaction (Osagyefo Library (Coefficients))**

| Library                 | Variables              | B      | Std. Error | Beta      | t-value | Sig   |
|-------------------------|------------------------|--------|------------|-----------|---------|-------|
|                         | Constant               | 27.689 | 4.715      |           | 5.872*  | 0.000 |
|                         | Salary                 | 1.185  | .756       | .259      | 1.568   | .124  |
|                         | Working conditions     | -.356  | .862       | -.075     | -.413   | .682  |
|                         | Supervision            | .323   | .765       | .062      | .422    | .675  |
| Osagyefo Library        | Policies               | 1.438  | .740       | .323      | 1.943   | .058  |
|                         | Job security           | -1.239 | .708       | -.289     | -1.752  | .087  |
|                         | Interpersonal relation | 1.731  | .730       | .365      | 2.370*  | .022  |
|                         | Fringe benefits        | -1.207 | .628       | -.308     | -1.921  | .061  |
| R                       |                        | 0.501  |            | F-value   |         | 2.152 |
| R <sup>2</sup>          |                        | 0.251  |            | Sig-value |         | 0.05  |
| Adjusted R <sup>2</sup> |                        | 0.134  |            |           |         |       |

a. Predictors: (Constant), hygiene factors

b. Dependent variable (Job satisfaction) \* Significant at p=0.05 (2-tailed)

**Source: Field data, 2018**

It can be seen from Table 4.11 that, in Osagyefo Library, apart from Interpersonal Relation, all the other independent variables were not significantly correlated with job satisfaction. But Interpersonal Relation produced statistically significant results (Beta=0.365; t=2.370; p=0.022; p<0.5, n=53, 2-tailed). The study result showed that employee salary, quality of supervision, job security, working condition and fringe benefit at Osagyefo Library did not significantly correlate with employee satisfaction; hence the variables are unlikely to have effects on job satisfaction of employees of the library. This is because they had significant values greater than 0.05(5% margin error).

Table 4.12 presents the results from the impact of hygiene factors on job satisfaction from Sam Jonah Library. The results from Table 4.12 indicated that apart from job security (Beta=0.115; t= 1.744, p=.084; p>0.5, n=131, 2-tailed) and fringe benefits (Beta= -.032; t= -.519, p=.605; p>0.5, n=131, 2-tailed) all the other independent variables/hygiene factors (salary, working conditions, supervision, policies and interpersonal relation) were positively correlated to job satisfaction; therefore these hygiene factors could have significant impact on the job satisfaction among workers of Sam Jonah Library in the University of Cape Coast.

**Table 4.12: Impact of Hygiene Factors on Job Satisfaction  
(Sam Jonah Library (Coefficients))**

|                         |                        |       |       |           |        |        |
|-------------------------|------------------------|-------|-------|-----------|--------|--------|
|                         | Constant               | 7.029 | 2.187 |           | 3.215* | .002   |
|                         | Salary                 | 1.079 | .321  | .211      | 3.359* | .001   |
|                         | Working conditions     | 1.043 | .395  | .199      | 2.641* | .009   |
| Sam                     | Supervision            | 1.271 | .427  | .215      | 2.977* | .004   |
| Jonah                   | Policies               | 1.386 | .378  | .245      | 3.668* | .000   |
|                         | Job security           | .614  | .352  | .115      | 1.744  | .084   |
|                         | Interpersonal relation | 1.484 | .361  | .267      | 4.107* | .000   |
|                         | Fringe benefits        | -.159 | .307  | -.032     | -.519  | .605   |
| R                       |                        | 0.799 |       | F-value   |        | 31.109 |
| R <sup>2</sup>          |                        | 0.619 |       | Sig-value |        | 0.000  |
| Adjusted R <sup>2</sup> |                        | 0.639 |       |           |        |        |

a. Predictors: (Constant), hygiene factors

b. Dependent variable (Job satisfaction) \* Significant at p=0.05 (2-tailed)

**Source: Field data, 2018**

From Sam Jonah Library, the result from the analysis indicated that job security and fringe benefits did not have significant impact on the job satisfaction. Therefore, if the job security and fringe benefit are higher it may not necessarily lead to job satisfaction. The results from the study give ample evidence to conclude that in Sam Jonah Library, hygiene factors such as

salary, working conditions, supervision, policies and interpersonal relation could serve as determinants of their job satisfaction.

It can be concluded from both libraries that only interpersonal relation was found to be statistically significant. The results from the two libraries (Sam Jonah and Osagyefo) lead to the conclusion that not all the hygiene factors/independent variables could be useful at the two libraries to predict the workers' job satisfaction. This is enough evidence that interpersonal relations have great influence on job satisfaction and therefore a lot of emphasis should be placed on interpersonal relations in both libraries.

#### **4.3.4 Importance of Motivation Factors to staff of the libraries**

The study further sought to uncover, in order of importance, the motivation factors that mostly influence the employees of the libraries. In determining the differences in responses with regard to specific library, data was analyzed using Mann–Whitney U test. Mann-Whitney U test is the non-parametric test that is used to compare two sample means that come from the same population.

Table 4.13 indicates the results of the respondents concerning their rating of importance of the motivation factors (job description, recognition, and sense of achievement, personal growth, training and development, feedback). The result was analyzed using Mann-Whitney U test.

**Table 4.13: Mann-Whitney Mean Ranks of Motivation Factors by Library**

| Motivation Factors     | Osagyefo Library | Sam Jonah Library | U        | Z      | p-value |
|------------------------|------------------|-------------------|----------|--------|---------|
|                        | Mean rank        | Mean rank         |          |        |         |
| Job description        | 97.78            | 90.36             | 3191.500 | -.883  | .377    |
| Recognition            | 87.61            | 94.48             | 3212.500 | -.820  | .412    |
| Sense of achievement   | 94.00            | 91.89             | 3392.000 | -.252  | .802    |
| Personal growth        | 101.92           | 88.69             | 2972.500 | -1.577 | .115    |
| Training & development | 89.12            | 93.87             | 3292.500 | -.571  | .568    |
| Feedback               | 99.95            | 89.48             | 3076.500 | -1.240 | .215    |
| Responsibility         | 88.45            | 94.14             | 3257.000 | -1.240 | .500    |

**Source: Field data, 2018**

To –Job description”, it was found that Osagyefo library had an average mean rank of 97.78 more than Sam Jonah library (MR= 90.36). However, there was no statistically significant difference in the mean rank of the two library,  $U(=-.883), = 3191.500, p=.377$ .

With respect to –Recognition” it was found that Sam Jonah library had an average mean rank of 94.48 while Osagyefo library has an average mean rank of 87.61. However, there was no statistically significance difference in the mean rank of the two library,  $U(=-.820), = 3212.500, p=.412$ .

Similarly, it was noted that Osagyefo library (MR=94.00) rated –sense of achievement” more than staff of Sam Jonah library (MR=91.89). However, there was no statistically significant difference in the mean rank of the two library,  $U(=-.252), = 3392.000, p=.802$

Also, to –personal growth” it appears that Osagyefo library had higher mean rank of 101.92 while Sam Jonah library had an average mean of 88.69.

However, there was no statistically significant difference in the mean rank of the two library,  $U(= -1.577), = 2972.500, p=.115$ .

Most of the respondents within Sam Jonah library (MR=93.87) rated “training and development” more than Osagyefo library (MR=89.12). However, there was no statistically significance difference in the mean rank of the two library,  $U(= -.571), = 3292.500, p=.568$

It was also found that Osagyefo library had an average mean of 99.95 on feedback while Sam Jonah library had an average mean of 89.48 on feedback. However, there was no statistically significant difference in the mean rank of the two library,  $U(= -1.240), = 3076.500, p=.215$ .

Also, on responsibility, it was found that Sam Jonah library had an average mean rank of 94.14 while Osagyefo library had an average mean rank of 88.45. However, there was no statistically significant difference in the mean rank of the two library,  $U(= -1.240), = 3257.000, p=.500$

The study further showed that among the motivation factors, the staff in Osagyefo Library ranked personal growth as the most important hygiene factor that affect their level of job satisfaction (M=101.92) whilst staff of Sam Jonah said recognition was the most important factors that motivate them at the workplace (M=94.48).

Furthermore, it was found that the next important motivation factor that motivates staff in Osagyefo Library was feedback (M=99.95) whilst staff in Sam Jonah ranked responsibility as the second important motivation factor that motivate them (M=94.14)

In addition, staff in Osagyefo library ranked job description as the third most important motivation factor that motivates them (M=97.78) whilst Sam Jonah library staff ranked training and development as the hygiene factor that motivates them (M=93.87).

Also, Osagyefo library ranked training and development as the fourth that motivates staff (M=89.12) whilst Sam Jonah Library staff also ranked sense of achievement as the factor that motivates them (M=91.89).

Another motivation factor that motivates staff of Osagyefo library was responsibility (M=88.45) whilst Sam Jonah Library ranked job description as the fifth motivation factor that motivates them (90.36).

Moreover, Osagyefo library ranked sense of achievement as the sixth factor that motivate them (M=86.96) whilst Sam Jonah also ranked personal growth as the sixth factor (M=88.69).

The last motivation factor that mostly influenced staff of the Osagyefo library is recognition (M=87.61) whilst Sam Jonah library mean ranked feedback as the lowest motivation factor that mostly motivates staff (M=89.48).

In conclusion, it can be established from the study that when motivational factors were cross tabulated by both libraries, the results indicated there were no differences between the libraries. In furtherance to the results, it is certain that in terms of motivation, both libraries had similar characteristics and as such all the motivational factors are important to the libraries in the quest of

predicting their job satisfaction. Therefore, no statistically significant differences existed among the motivational factors between the two libraries.

#### **4.3.5 Importance of Motivation Factors by Staff Categories**

The study sought to examine the order of importance in the motivating factors that mostly influence the different staff categories. The staff categories were senior members, senior staff and junior staff. Concerning the staff category, the result was analyzed using Kruskal-Wallis. Kruskal-Wallis (One-way analysis of variance) test, a non-parametric test, was used to show the mean ranks between the responses of the independent groups.

Table 4.14 shows the results of the respondents concerning the rank of motivation factors in terms of staff category. The result shows that the three staff differed significantly in the values placed on all the motivation factors (job description, recognition, sense of achievement, personal growth, training & development, feedback, responsibility). However, when the results were tested using Kruskal-Wallis and Chi-square, there was no statistically significant difference in the values placed on all the motivation factors (job description, recognition, and sense of achievement, personal growth, training & development, feedback, responsibility) by the three staff categories.

**Table 4.14 Mean Rank of Motivation Factors by Staff Category**

| Motivation Factors | Senior Member | Senior Staff | Junior Staff | Chi-squared | df | p-value |
|--------------------|---------------|--------------|--------------|-------------|----|---------|
|                    | Mean rank     | Mean rank    | Mean rank    |             |    |         |
| Job description    | 90.85         | 94.67        | 88.47        | .546        | 2  | .761    |
| Recognition        | 90.00         | 92.70        | 92.87        | .045        | 2  | .978    |
| Sense of achieve   | 114.50        | 91.45        | 87.77        | 3.623       | 2  | .163    |
| Personal growth    | 111.97        | 88.72        | 94.29        | 3.103       | 2  | .212    |
| Training & develop | 117.74        | 89.57        | 90.69        | 4.593       | 2  | .101    |
| Feedback           | 90.29         | 98.58        | 80.47        | 4.490       | 2  | .106    |
| Responsibility     | 93.65         | 93.55        | 89.94        | .186        | 2  | .911    |

**Source: Field data, 2018**

The table further shows that senior members of the two libraries considered ‘training and development’ as the first motivational factor that influence job satisfaction; however, senior staff and junior staff considered ‘sense of achievement’ as the first motivation factor that influence employees’ job satisfaction.

Again, the senior members and junior staff of the two libraries ranked personal growth as the second motivation factor that influence employees’ job satisfaction while senior staff ranked training and development as the second important motivation factor that influence employees’ job satisfaction within the two libraries.

The result further shows that senior members of the two libraries ranked ‘sense’ of achievement as the third significant motivation factor that influence employees’ job satisfaction, however, senior and junior staff of the two library ranked ‘recognition’ and training and development as the third important motivation factor that influence employees’ jobs satisfaction respectively.

It was found that responsibility as motivation factor was ranked fourth among the senior members and junior staff while senior staff ranked personal growth as fourth motivation factor that influence employees' satisfaction. It is obvious that there appear to be differences in the mean rank of the motivation factors (job description, recognition, sense of achievement, personal growth, training & development, feedback, responsibility) among the staff category (senior members, senior staff and junior staff), however, there is no statistically significant difference in the mean rank of the motivation factors by the staff categories as indicated by the value of Chi-square and the p-value ( $P > 0.05$ ).

The study further sought to assess the motivation factors that mostly motivate the various categories of staff under consideration. It was found that among senior members, training and development was the most important motivation factor among senior members ( $M=117.74$ ). Senior staff; however, selected feedback ( $M=98.58$ ) whilst junior staff ranked personal growth as the most important motivation factor that motivate them ( $M=94.29$ ).

It was also discovered that the Second factor that motivates senior members was sense of achievement ( $M=114.50$ ) whilst senior staff ranked job description as the Second factor that motivates them ( $M=94.67$ ). Junior staff on the other hand ranked feedback as the Second factor that motivates them ( $M=92.87$ ).

Furthermore, it was discovered that personal growth was the third important factor that motivates senior members ( $M=111.97$ ) whilst responsibility was ranked third by senior staff ( $M=93.55$ ). Junior staff; however, rated training and development as the third important factor that motivates them ( $M=90.69$ ).

Again, it was found that senior members ranked responsibility as the fourth factor that motivates them (M=93.65). Senior staff however ranked recognition as the fourth important motivation factor that motivates them (M=92.70) whilst Junior staff also ranked responsibility as the fourth factor that motivates them (M=89.94).

It was found that senior members ranked job description as the fifth factor that motivates them (M=90.85). Senior staff however ranked sense of achievement as the fifth important motivation factor that motivates them (M=91.45) whilst junior staff also ranked job description as the fifth motivation factor that motivates them (M=88.47). Moreover, senior members ranked feedback as the sixth motivation factor that motivated them (M=90.29).

Senior staff ranked training and development as the sixth factor that motivates them (M=89.57) whilst junior staff also ranked sense of achievement as the sixth motivation factor (M=85.02) that motivate them. The last motivation factor that motivates senior members is recognition (M=90.00). Senior staff also ranked personal growth as the least motivated motivation factor (M=88.72) whilst junior staff ranked feedback as the lowest motivation factor (M=80.74).

In effect, from Table 4.14, it can be established that, when motivational factors were cross-tabulated by staff category for both libraries, the results specified there were no differences among the three categories of staff: senior members, senior staff and junior staff. In this regard, it can be concluded that in terms of motivation, the three categories of staff processes similar characteristics and

such as all the motivational factors are imperative to them in the pursuit of envisaging their job satisfaction. Therefore, no statistically significant differences existed among the three categories of staff in the libraries.

#### **4.3. 6 Impact of Motivation factors on Job Satisfaction of the libraries**

To accomplish the purpose of the study, the researcher sought to investigate the impact of motivation factors on job satisfaction. The motivation factors used in this study are as follows; job description, sense of achievement, recognition, personal growth, training and development, feedback and responsibility. To achieve this, the researcher selected Multiple Regression as appropriate for the analysis.

Table 4.15 presents the results of the model for the impact of motivation factors on job satisfaction at Osagyefo Library. The table contains the correlations for the independent variables (job description, recognition, sense of achieve, personal growth, training & develop, feedback and responsibility). The results from the table give indication to conclude that from Osagyefo Library, all the independent variables were not correlated to job satisfaction. This was evident after most of the motivational variables produced insignificant results.

**Table 4.15: Impact of Motivation Factors on Job Satisfaction  
(Osagyefo Library)**

| Library          | Variables           | B      | Std. Error | Beta  | t-value | Sig  |
|------------------|---------------------|--------|------------|-------|---------|------|
| Osagyefo Library | Constant            | 14.831 | 5.280      |       | 2.809*  | .007 |
|                  | Job description     | .690   | 1.044      | .124  | .661    | .512 |
|                  | Recognition         | .348   | .948       | .065  | .367    | .716 |
|                  | Sense of achieve    | .844   | .806       | .156  | 1.047   | .301 |
|                  | Personal growth.    | .333   | .724       | .063  | .460    | .648 |
|                  | Training & develop. | 1.079  | .773       | .205  | 1.396   | .170 |
|                  | Feedback            | 1.294  | .768       | .241  | 1.686   | .099 |
|                  | Responsibility      | -.094  | .726       | -.018 | -.129   | .898 |
| R                | 0.568               |        | F change   |       | 3.057   |      |
| R <sup>2</sup>   | 0.322               |        | Sig        |       | 0.010   |      |

**Source: Field Survey, 2018**

\* Significant at p=0.05 (2-tailed)

a. Predictors: (Constant), motivation factors

b. Dependent variable (Job satisfaction)

In conclusion, the results from Osagyefo Library suggest that independent variables (job description, recognition, sense of achievement, personal growth, training & development feedback and responsibility) did not have any significant impact on the workers' job satisfaction. Management of Osagyefo Library must therefore pay special attention to these factors since none of them made a significant contribution to job satisfaction.

Table 4.16 presents the results of the model for the impact of motivation factors on job satisfaction at Sam Jonah Library. The results from Table 4.16 indicated that job description (Beta=0.344; t=4.060, p=0.000; p<0.5, n=131, 2-tailed) and feedback (Beta=0.268; t=2.894; p=0.005; p<0.5, n=131, 2-tailed) had significant impact on the workers of Sam Jonah Library. This statistically implies that job description and feedback were positively correlated to job

satisfaction and as such these motivational variables could determine the job satisfaction of workers at Sam Jonah Library.

**Table 4.16: Impact of Motivation Factors on Job Satisfaction  
(Sam Jonah Library)**

| Library        | Variables           | B      | Std. Error | Beta   | t-value | Sig   |
|----------------|---------------------|--------|------------|--------|---------|-------|
| Sam<br>Jonah   | Constant            | 12.435 | 3.256      |        | 3.819*  | .000  |
|                | Job description     | 1.989  | .490       | .344   | 4.060*  | .000  |
|                | Recognition         | .715   | .577       | .113   | 1.239   | .218  |
|                | Sense of achieve    | .395   | .637       | .056   | .619    | .537  |
|                | Personal growth     | -.657  | .551       | -.103  | -1.192  | .235  |
|                | Training & develop. | .106   | .503       | .019   | .211    | .833  |
|                | Feedback            | 1.459  | .504       | .268   | 2.894*  | .005  |
|                | Responsibility      | .907   | .543       | .158   | 1.670   | .097  |
| R              |                     | 0.628  |            | F      |         | 0.010 |
|                |                     |        |            | change |         |       |
| R <sup>2</sup> |                     | 0.394  |            | Sig    |         | 0.000 |

Source: Field data, 2018

\* Significant at p=0.05 (2-tailed)

a. Predictors: (Constant), motivation factors

b. Dependent variable (Job satisfaction)

Drawing conclusion from the two libraries (Sam Jonah and Osagyefo), the results give evidence to conclude that due to environmental and other unforeseen factors, it can be inferred that not all the motivational factors are applicable in the two libraries. Therefore, in order to maintain the optimal level of job satisfaction in the two libraries, managers and librarians should place much premium on some of the motivational variables than others.

#### 4.3.7 Relationship between Employee Motivation and Job Satisfaction

Objective five of this study sought to investigate the relationship between motivation (Hygiene factors and motivation on Job satisfaction) and job satisfaction. All hygiene factors for Osagyefo library and Sam Jonah library

were transformed to form new construct. Again, all motivation factors for Osagyefo library and Sam Jonah library were transformed to form composite variable. A Spearman's rank order correlation coefficient was computed to answer this objective and the results are presented in Table 4.17.

From Table 4.17, the relationship between motivation (hygiene and motivation factors) and employees' job satisfaction was investigated using Spearman's rank order correlation coefficient. The result of the study indicated that there was a positive correlation [ $r = .559$ ,  $n=184$ ,  $p =0.000$ ] between hygiene factors and employees' job satisfaction with high level of perceived hygiene factors associated with high levels of employees' job satisfaction.

**Table 4.17 Correlation Analysis between Motivation and Job Satisfaction**

| Constructs     |                    | Job satisfaction        |        |
|----------------|--------------------|-------------------------|--------|
| Spearman's rho | Hygiene factors    | Correlation Coefficient | .559** |
|                |                    | Sig. (2-tailed)         | .000   |
|                |                    | N                       | 184    |
|                | Motivation factors | Correlation Coefficient | .541** |
|                |                    | Sig. (2-tailed)         | .000   |
|                |                    | N                       | 184    |

**Source: Field Survey, 2018** \*Correlation is Significant at the level of  $p=0.05$  (2-tailed)

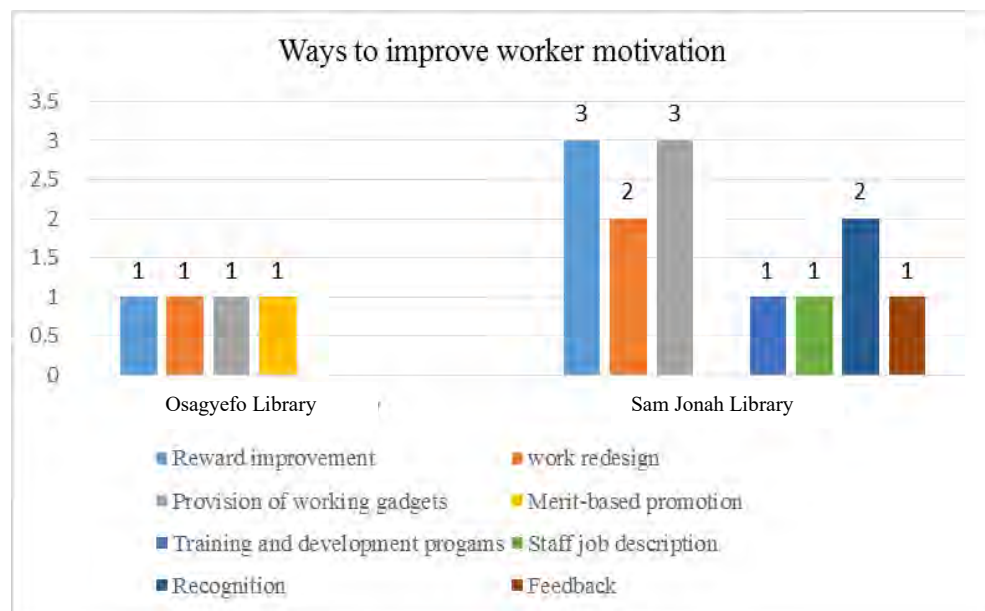
This result suggests that when there is high positive hygiene factors (available), employees' job satisfaction would significantly increase. Similarly, in Table 4.17, it was found that there was a positive correlation [ $r =.541$ ,  $n=184$ ,  $p =0.000$ ] between motivation factors and employees' job satisfaction with high level of perceived motivation factors associated with high levels of employees' job satisfaction. This result suggests that when the

level of employee’s motivation increases, the level of employee satisfaction increases and when the level of employee’s level of motivation decreases, the level of employee satisfaction also reduces.

#### 4.4 Ways of Improving Motivation and Job Satisfaction

##### 4.4.1 Views of Senior Members

In the concluding part of the questionnaire, respondents were made to comment on how motivation and job satisfaction can be improved. The comments were categorized into senior members, senior staff and junior staff. On the views of senior members, findings are presented in Figure 2.



**Figure 2: Senior members’ views on ways of improving motivation**

**Source: Field data, 2018**

The findings indicated that equal frequencies were recorded for all the factors that could impact the level of motivation stated by senior members in Osagyefo library. These include improvement in employee reward system,

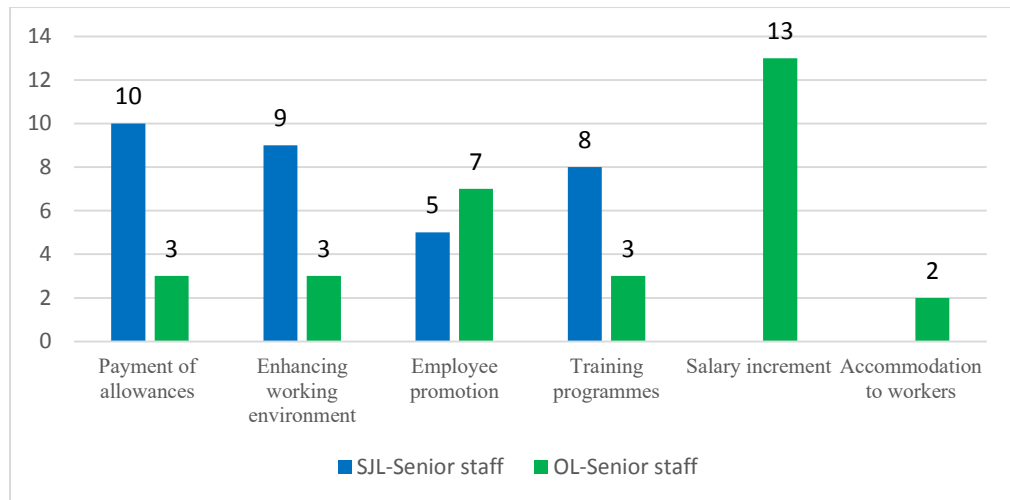
job/work redesign, provision of working gadgets, and merit-based promotion system.

On the other hand, senior members in Sam Jonah library also stated that improvement in reward, provision of working gadgets/tools, work redesign, recognition of workers' contribution, clearer job description, training and development programmes and feedback are ways that that will improve their work performance.

#### **4.4.2 Views of Senior Staff**

The study further sought to assess the opinion of senior staff as to the ways to enhance their motivation. An open ended question was posed to the participants to that effect. Their responses were tallied through frequency count and later tabulated for the purposes of enhancing their visual impact. The findings are presented in Figure 3.

It was found that the respondents suggested payment of allowances as a means to promote their level of motivation. However, it was found that senior staff in Sam Jonah library held higher view of this assertion than those in Osagyefo library. Similarly, it was found that the junior staff suggested that they would be motivated by enhanced working environment.



**Figure 3: Senior staff in both Sam Jonah and Osagyefo Libraries**

**Source: Field data, 2018**

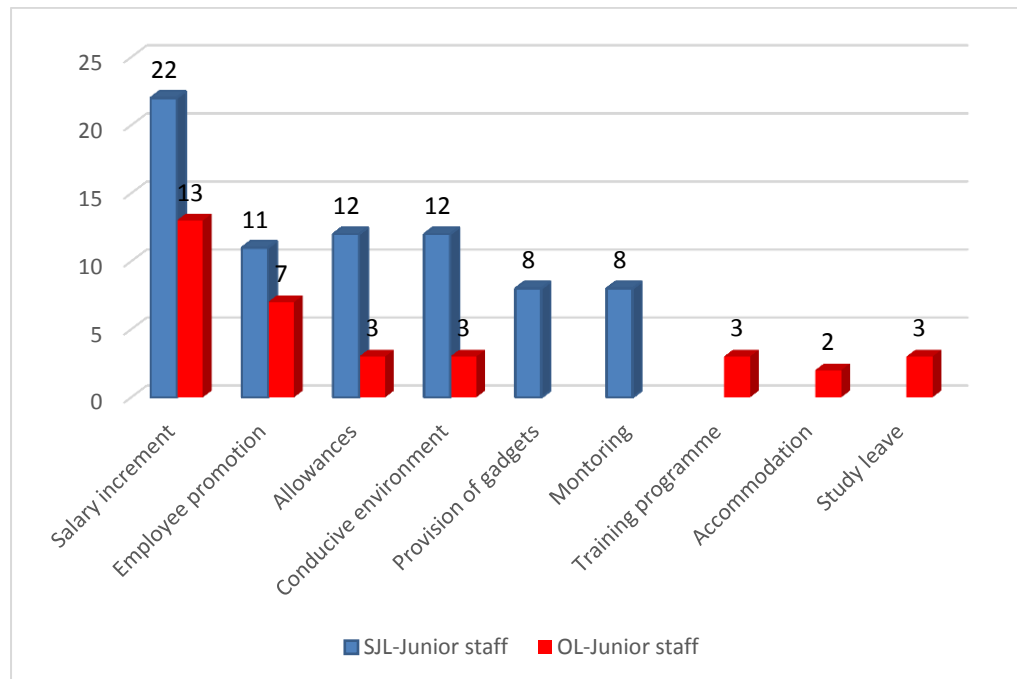
It was however observed that senior staff in Sam Jonah Library held the highest opinion to the ways to enhance their level of motivation. Respondents suggested that employee promotion can enhance their level of motivation. It must be pointed out however that most of the staff in Osagyefo library held that view more than those in Sam Jonah library.

Again, the senior staff suggested that implementation of training programmes would enhance their level of motivation. This was more important to senior staff in Sam Jonah Library than to those in Osagyefo library. On the other hand, the study showed that only senior staff in Osagyefo library suggested that their motivation level would be heightened if their salaries are increased and they were provided accommodation as well.

#### **4.4.3 Views of Junior Staff**

Again, the study sought to assess the opinion of the junior staff as to things to be done to enhance their level of motivation. An open ended question was posed to the participants to that effect. Their responses were tallied through

frequency count and later tabulated for the purposes of enhancing their visual impact. The findings are presented on Figure 4.



**Figure 4: Junior staff in both Sam Jonah and Osagyefo Libraries**

**Source: Field data, 2018**

It was discovered that junior staff in both Sam Jonah Library and Osagyefo Library suggested that salary increment would motivate them. However, junior staff in Sam Jonah had a stronger view of this assertion than those in Osagyefo Library. Similarly, the junior staff stated that employee promotion, payment of allowances and provision of conducive working environment would motivate them.

However, in all instances, these assertions were strongly held among junior staff in Sam Jonah Library than those in Osagyefo Library. On the other hand, it was discovered that provision of working gadgets and effective mentoring would enhance motivation among junior staff only in Sam Jonah Library. In

similar situation, junior staff in Osagyefo Library held the views that organization of training programmes, provision of accommodation facilities and access to study leave opportunities would promote their level of motivation.

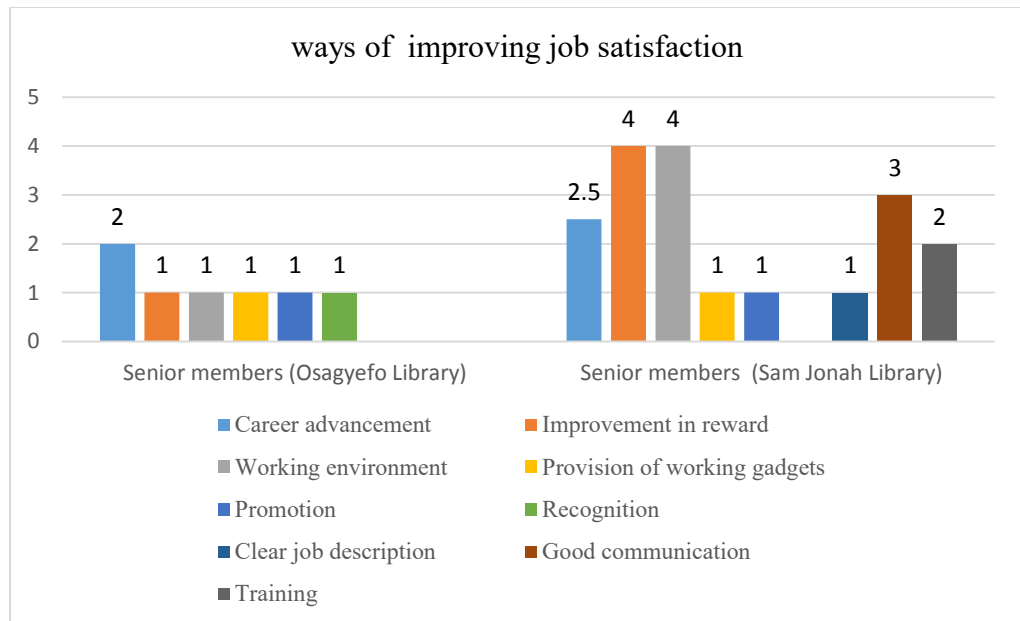
#### **4.5 Suggestions to Improve Employees' Job Satisfaction**

This section focused on respondents' perspectives on measures that can be put in place to enhance employees' motivation. The suggestions provided by the respondents were presented in figures.

##### **4.5.1 Senior Members Views**

Furthermore, the study sought to uncover what senior members in the two libraries think must be done to enhance their level of job satisfaction. The participants were asked to indicate what they wanted to be put in place in order to promote job satisfaction.

The findings revealed that senior members in Osagyefo Library believe that career advancement would impact their level of job satisfaction.



Source: Field data, 2018

**Figure 5: Senior Members views on ways of improving Job Satisfaction**

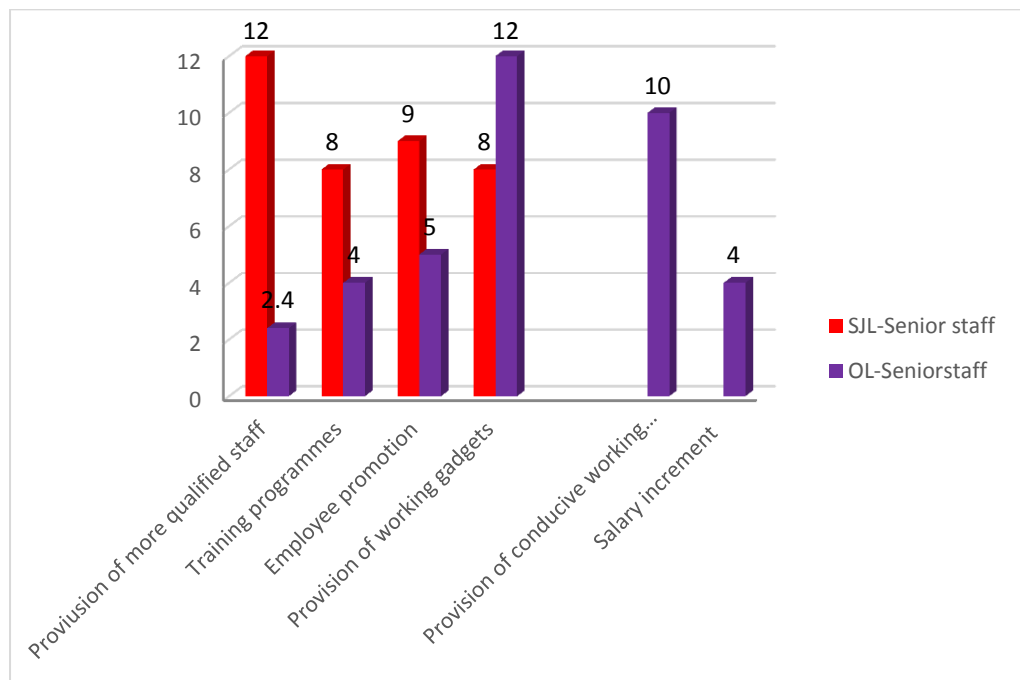
Again improvement in award, betterment of working environment, provision of working gadgets, employee promotion and recognition were indicated.

On the other hand, in the case of senior members in Sam Jonah Library, it was discovered that senior members in Sam Jonah Library wanted the management of the library to improve working conditions, improve reward system, ensure good communication, career development, training for workers, provision of working gadgets, employee promotion, and clearer job description in order to enhance job satisfaction among them.

**4.5.2 Senior Staff Views**

The study sought to find out what must be done by management of both Osagyefo Library and Sam Jonah Library to improve job satisfaction among the senior staff. An Open-ended question was posed to that effect. The findings are presented in Figure 6.

It was found out that the respondents initiated that employment of more qualified staff can help promote their level of job satisfaction. But this view was highly held by senior staff in Sam Jonah Library than those in Osagyefo Library. The senior staff again opted for training programmes in order to strengthen their level of job satisfaction but this view was more highly held by those in Sam Jonah Library than those in Osagyefo Library. Furthermore, it was discovered that the senior staff suggested promotion as a means to promote their level of job satisfaction. However, this claim was highly held by those in Sam Jonah Library than those in Osagyefo Library.



**Figure 6: Senior Staff view on ways to Improve Job Satisfaction**

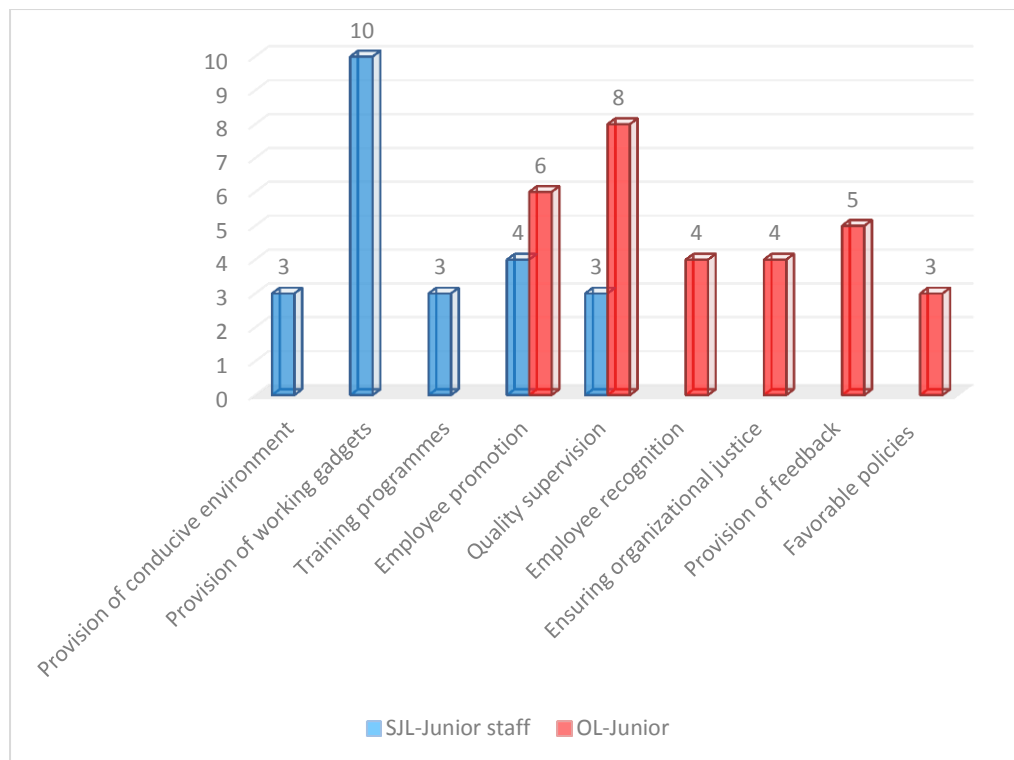
**Source: Field data, 2018**

Similarly, senior staff of both institutions suggested that the provision of working gadgets can enhance their level of job satisfaction. However, this

assertion was rated highly by those in Osagyefo Library than those in Sam Jonah Library. On the other hand, it was found that senior staff in the Osagyefo Library stressed the need for management to provide a conducive working environment in order to enhance their level of job satisfaction. Again, the senior staff in Osagyefo Library further suggested salary increase as a means to enhance their level of job satisfaction.

#### **4.5.3 Junior Staff Views**

The junior staff were asked freely to indicate things that they thought should be done to improve their level of job satisfaction. Their responses were tallied through frequency count and later tabulated for the purposes of enhancing their visual impact. The findings are presented in Figure 7.



**Figure 7: Junior Staff views on ways to improve Job Satisfaction**

**Source: Field data, 2018**

The study further sought to assess the opinion of the respondents (junior staff) of both Sam Jonah Library and Osagyefo Library as to what must be put in place in order to improve their level of job satisfaction. The findings are presented in Figure 7. It was found that junior staff of both libraries suggested that employees must be promoted but this assertion was highly stressed by junior staff in Osagyefo Library than those in Sam Jonah Library.

Similarly, the junior staff in Sam Jonah Library held the view that management must ensure quality supervision so as to promote their level of job satisfaction but was highly held by junior staff of Osagyefo Library. On the other hand, it was found that all the junior staff in Sam Jonah Library held the view that management must provide conducive working environment,

provide working gadgets, and offer training programmes for all staff. All these strategies could positively impact the level of job satisfaction among the staff.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS

#### 5.1 Introduction

This chapter discusses the findings of the study and how they relate to the literature. A number of findings have been made in this study; these findings are discussed as follows:

- Socio-Demographic Information of the Respondents
- Hygiene Factors that Influence Staff of the Libraries and among Staff Category
- Impact of Hygiene Factors on Job Satisfaction of the two libraries
- Motivation Factors that Influence Staff of the Libraries and among Staff Category
- Impact of Motivation Factors on Job Satisfaction of the two libraries
- Relationship between Motivation and employee Job satisfaction.

#### 5.2 Biographic Data of Participants

The biographic factors were place of work, gender, age, category of staff and income levels. This was to enable the researcher to compare the views of the respondents with one another.

As per the distribution of copies of questionnaire, it became obvious that 71.2% of respondents were staff in Sam Jonah Library while 28.8% were in Osagyefo library. This could be partly attributed to the fact that the population of these libraries differ. Since Sam Jonah library has larger population, than that of Osagyefo library, a greater part of the respondents were selected from there.

With regard to gender of respondents, the study found that in Osagyefo library the majority (52.83%) of the respondents were male librarians while 47.17% were females. In Sam Jonah library, it was revealed that the majority of the respondents (58.02%) were male librarians, while 41.98% were females. There was male dominance between the two study areas as most organizations in Ghana are dominated by male workers.

Age being an essential determinant of labour force participation in most organization revealed that overwhelmingly among the two libraries have relatively younger work force and therefore, management can tap into the potential of these workers so as to respond to the changing workplace condition driven by constant technological advancement.

In terms of staff category, it was discovered that the majority of the respondents from both libraries were senior staff. This was followed by junior staff and senior members. It can be concluded that most of the senior staff might have certificate to first degree as their highest level of education. This can support their growth in terms of professionalism.

A close observation of the income range of the respondents illustrates that the higher one's qualification, the higher the income in the two public libraries (Sam Jonah Library and Osagyefo Library). It can also be seen that although the majority of the respondents receive above GHC 2000.00, and relatively sizeable number; however, are paid below GHC1, 200. This demonstrates that most of the respondents may have challenges regarding meeting the high cost of living in university-based communities in Ghana.

### **5.3 Hygiene Factors that Influence staff of the two libraries and by Staff Category**

Following the Herzberg Two Factor Theory, it was discovered that the hygiene factors work in the same way as positive or negative attributes (Ruthankoon, 2003) but can only have an effect on employee dissatisfaction (Khalid, 2013). Based on this assertion, the first objective intended to find out the hygiene factors that influence employees' job satisfaction based on the library and staff category. Per the results, it was found that the respondents within Osagyefo library ranked the following hygiene factors; job security, supervision, policies and fringe benefits as the most important factors that influence their job satisfaction within the library.

However, the employees within Sam Jonah library adversely ranked the following hygiene factors; working conditions, salary, interpersonal relationship and fringe benefits as the most important factors that influence their job satisfaction within the library. The result of the study is in line with the findings of Akpan (2013) who found that job security had a significant effect on organizational commitment of University teachers. Similarly, Nikolaou, Theodossiou and Vasileiou (2014) found that workers in jobs with low likelihood of termination derive higher utility from work compared to the workers in insecure jobs.

Based on the staff category, the study found that the senior members of the two libraries ranked working conditions, job security, level and quality of supervisions and salary as the most important hygiene factors that influence their job satisfaction. Also, the senior staff of the two libraries ranked the

following hygiene factors (policies, salary, job security and fringe benefits) as the most important factors that influence their job satisfaction.

Similarly, the junior staff also considers fringe benefits, interpersonal relationship, salary and level and quality of supervision as the most important hygiene factors that influence their job satisfaction. Again, it can be inferred from the findings that whilst working conditions was ranked as the most important factor among senior members, policies and fringe benefits were however ranked most important among senior staff and junior staff respectively.

This supports the findings of Robbins (2001) who found working conditions as the important factor that influenced employees' job satisfaction. The result of the current study is consistent with those of the study by Razip and Maulabakhsh (2015) who found a positive relationship between working environment and employee job satisfaction. The results of the current study is in line with the findings of Buhai, Cottini and Nielsen (2008) who suggests that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity.

It is adduced that many organizations fail to understand the importance of working environment for employee job satisfaction and thus face a lot of difficulties during their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of

their full potential. This was emphasized by Addo (2013) that healthy working environment is a key factor that motivates employees to give off their best. Thus, healthy working environment promotes good working relations and mutual respects between employees and management and hence serves as incentive for workers to increase productivity.

It could also be inferred that financial rewards such as salary and fringe benefits are important to senior staff and junior staff than senior members thereby confirming the claim by Coates and Jarrett (1994) that money occupies a major place in the midst of motivation. In addition, Owusu (2012) findings were consistent with the study that fringe benefits go a long way to support the salaries paid to employees. When employees receive these benefits, they are normally committed to their jobs and hardly indulge in fraud as against leanly paid employees.

Again, it can be seen that job security was ranked as one of the most important hygiene factors that influence job satisfaction and job motivation of both senior members and senior staff but not among junior staff. This could be happening because most workers in senior or higher positions have the possibility of facing vigorous competition as to fill in the relatively few job positions within the organizational structure.

Junior staff and senior staff also cherish improved interpersonal relations comparative to the claims of senior members. This affirms Boamah (2014) findings that cordial relation among workers enhances performance and individuals feel comfortable to interact, and seek help when needed. This

could be because both senior staff and junior staff are supervised by senior members and are in the “eomply” hierarchy in organizational settings.

It is obvious from the results that the three staff categories differed in their preferences of the hygiene factors that influenced their job satisfaction. Both the senior and junior staff of the two library rated salary, working conditions and job security as the first three important hygiene factors that most influence their job satisfaction while senior members see salary as the fourth hygiene factors that influence their job satisfaction.

To the senior members, the first important hygiene factor that influences their job satisfaction was working conditions, followed by job security. It is clear that these respondents varied in their perspective concerning the hygiene factors that influence their job satisfaction. This could partly be due to the fact that senior members are financially grounded than the other categories owing to huge pay differentials among these seniority-oriented pay systems in public institutions.

From these hygiene factors, the most common ones are salary, working conditions, and job security. It is concluded that hygiene factors (salary, working conditions, and job security) are the most important factors that significantly contribute to employees' job satisfaction within Osagyefo and Sam Jonah library. It is clear that to promote the level of motivation which would ultimately influence job satisfaction among the staff of the two institutions, salary, working conditions and job security must be given the topmost priority by management of these libraries.

This means that these hygiene factors are the key factors that account for the positive increment in job satisfaction level among staff in both Osagyefo library and Sam Jonah library. This finding is in line with (Ismajli, et al, 2015; Rizwa, Mahmood & Mahmood, 2010; Basset, 1994) that salary is one of the topmost motivational factors that influence employee performance. In similar vein, Kuranchie-Mensah and Amponsah-Tawiah (2016) found that employees place much emphasis on job security, working conditions, interpersonal relations with supervisors, subordinates and peers as factor of job satisfaction which consistent to the findings of this study.

Both senior and junior staff of the two libraries are highly attracted and influenced by salary because they are not financially sound like senior members; besides, they receive lesser income compared to senior members.

The finding is also consistent with that of Karwai (2005) who concluded that money is the ultimate way by which people can acquire goods and services. It is the means by which people are able to meet their basic needs such as food, water, shelter, clothing and other needs. It is thus not surprising that most of the respondents selected money above the other motivational factors. Therefore, management must improve the salary levels of both senior staff and junior staff in both Osagyefo and Sam Jonah libraries.

Regarding working conditions, it was found that it is most important to senior members. This shows that senior members attach more importance to working conditions so as to enhance their motivation and job satisfaction. This supports the findings of Robbins (2001) who found working conditions as the important factors that influence employees' job satisfaction. The result of the current

study is consistent with the study by Razip and Maulabakhsh (2015) who found a positive relationship between working environment and employee job satisfaction.

The results of the current study are line with the finding of Buhai, Cottini and Nielsen (2008) who suggests that a firm can increase its productivity through the improvement of physical dimensions of work environment (internal climate) and may have a positive impact on firms' productivity.

On the other hand, it was realized from the research that senior members attached much more importance to job security than the other staff in the two libraries. This signals that most of the senior staff and junior staff are not much concerned with job security. After all, they can find new job when they are disengaged by their respective employers, but senior members are concerned of job security because most of them are closer to their retirement age. In addition, studies also show that job security has positive impacts on job satisfaction among workers (Oswald, 1999; Souza-Poza, 2000; Kaiser, 2002).

The result of the study is in line with the findings of Akpan (2013) who found that job security had a significant effect on organizational commitment of university teachers. This signifies that management can gain insight into the hygiene factors that they have to work on well in order to improve the level of motivation among staff in these libraries. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers.

#### **5.4 Impact of Hygiene Factors on Job Satisfaction of the Libraries**

Employees in any organization are affected by two factors according to Herzberg (1959). Herzberg (1959) came out with his theory of motivation also known as motivator-hygiene theory, which attempts to explain satisfaction and motivation in the workplace. According to Herzberg, hygiene factors are those factors that if absent, caused dissatisfaction. Herzberg argued that the presence of hygiene factors will not motivate individuals as such; their absence however, will create dissatisfaction with the job and organization. They include salary, working conditions, job security, interpersonal relations and fringe benefits

From the study, the findings indicated that not all the factors (hygiene factors) influence job satisfaction among staff in Osagyefo Library. Only interpersonal relation was found to influence job satisfaction among staff in Osagyefo Library. This therefore implies that the more the interpersonal relation is improved in Osagyefo Library the more the level employees' job satisfaction would increase and vice versa. All the other hygiene factors (Salary, Working conditions, Supervision, Policies, Job security and Fringe benefits) need to be improved in Osagyefo Library to predict job satisfaction.

The results are in line with the findings of Dartey-Baah (2010) who argued that, interpersonal relation serves as one of the key factors that determine the job satisfaction among managers and partners, whose opinions are valued by employees. In the work of Kirkman and Rosen (1999) it was asserted that when individuals have interpersonal relation from an organization, they have a common feeling of higher responsibility, their individual and shared occasions

will probably be more proactive and essential than those of the individuals from a less engaged. The finding confirms the work of Harris, Winkowski, & Engdahl (2007) who revealed that the quality of interpersonal relationships between co-workers at all levels creates a good feelings and positive support associated with job satisfaction.

In the case of Sam Jonah library, from the results, it can be concluded that there was a positive correlation between most of the predictors (hygiene factors) and job satisfaction among staff in Sam Jonah Library. This implies that the more the hygiene factors improve in Sam Jonah Library the more the level of employees' job satisfaction would increase and vice versa. This corresponds to Addo (2013) findings that hygiene factors in an organisation motivate workers to put up their best and lift the image of the company.

It was found from the study that interpersonal relation, policies, salary, supervision, and working conditions all made statistically significant contributions to predicting the change in employee job satisfaction. This finding is supported by Rahman, Ashter and Khan, (2016) when it was discovered that hygiene factors were significant predictors of positive variance in job satisfaction among sales agents in Takaful. The study also corroborates those of Hussain and Bashir (2013) who discovered that hygiene factors positively affect the level of job satisfaction of teachers. However, this finding contradicts the claims held by Ahmed et al (2010) that hygiene factors do not have any significant relationship with employee satisfaction.

In effect, from both libraries, it can be concluded that only interpersonal relation was found to be statistically significant in the two libraries. The

results from the two libraries (Sam Jonah and Osagyefo) are clear enough to conclude that not all the hygiene factors/independent variables could be useful at the two libraries to predict the workers' job satisfaction. This is enough evidence that interpersonal relation have great influence on job satisfaction and leads us to recommend that a lot of emphasis should be placed on improving interpersonal relations in both libraries.

### **5.5 Motivation Factors that Influence staff of the two Libraries and Among Staff Category**

Objective Four intended to find out the motivation factors in terms of ranks that mostly influence employees' job satisfaction based on the library and staff category. Per the results, it was found that the respondents within Osagyefo library ranked the following four motivation factors (personal growth, feedback, job description, sense of achievement) as the most important factors that influence their job satisfaction within the library.

However, the employees within Sam Jonah library also ranked the following four motivation factors; recognition, responsibility, advance opportunities sense of achievement as the most important factors that influence their job satisfaction within the library. The rank of these motivation factors was in order of importance. The implication is that motivation factors are relatively important on different degrees according to workforce category and can be a basis for providing differential compensation for the various categories of workforce in the selected libraries.

The management of the two libraries needs to pay much attention on clear job description as it triggers higher level of motivation among staff in Osagyefo

Library. Recognition as motivation factors is more important to staff in Sam Jonah library. In effect, management of Osagyefo library must put in measures to improve recognition and this would have positive impact on employee motivation and subsequent job satisfaction.

Institutions of awards based on merit would for instance go a long to recognize employees' efforts which will eventually improve the level employee motivation. Sense of achievement was dominant among staff in both Osagyefo and Sam Jonah library. This means the workers in in the two library value sense of achievement as important. Therefore, management must put in place measures to help workers to boost sense of achievement among the employees and this would lead to improvement in motivation among the workforce. This could also be empowered through formal performance management system that features appraisal-dependent result to reward employees.

Workers in Osagyefo library value personal growth as important determinant of motivation than staff in Sam Jonah library. Opportunities for personal growth must be created and made accessible to all categories of staff in the institution and this would boost employee motivation among the workforce. Again, it was found that advancement opportunities was higher among staff of Sam Jonah library than those in Osagyefo library, signifying that much emphasis must be given to career advancement opportunities among staff in Sam Jonah library, especially study leaves to all staff. This is in agreement with Eshun and Duah (2011) who found the satisfaction one need is a platform to achieve a higher need. This is because individuals have various degrees and

levels of needs which they attempt to achieve which their organisations should provide such platforms for them.

It must be noted therefore that the degree of importance attached to the motivation factors existing in both institutions differ and management of the respective institutions must approach these conditions with that difference as a driving force so as to come out with context-specific motivation policies.

Based on the staff category, the study found that the senior members of the two libraries ranked advance opportunities or training and development, sense of achievement, personal growth, and responsibility as the most important four motivation factors that influence their job satisfaction. This shows that senior members are concerned with factors that improve their career progression in their institutions.

Also, the senior staff of the two libraries also ranked the following four motivation factors (Feedback, job description and responsibility and recognition) as the most important factors that influence their job satisfaction. Similarly, the junior staff also ranked personal growth, recognition, training and development and responsibility as the most important four motivation factors that influence their job satisfaction. This affirms the findings of Okorley and Boohene (2012) and Ali and Ahmed (2009) that staff who has a high level of recognition may tend to be satisfied with his/her job. Recognition and job satisfaction stand out as major determinants of motivation of the companies.

It is obvious from the results that the staff category differed in the preference of the motivation factors that influence their job satisfaction. For example, both the senior and junior staff of the two libraries rated sense of achievement as the first important motivation factors that mostly influence their job satisfaction while senior members see salary as the third motivation factors that influence their job satisfaction.

To the senior members, the first important motivation factor that influences their job satisfaction was advance opportunities or training and development, followed by personal growth. It is clear from these results that the staff category varied in their perspective concerning the motivation factors that influence their job satisfaction.

From these motivation factors, the most commonly ranked factors believed to influence employees' job satisfaction among the selected libraries and staff category are advance opportunities (training and development) Personal growth, and Feedback.

It is clear that to promote the level of motivation which would ultimately influence job satisfaction among the staff of the two institutions, personal growth, and sense of achievement, advance opportunities (training and development) must be given the topmost priority by management of these libraries. This means that these motivation factors are the key factors that account for the positive increment in job satisfaction level among staff in both Osagyefo library and Sam Jonah library.

Therefore, it is imperative for management of the two libraries to work on strategies that would ensure personal growth, sense of achievement and better career advancement opportunities (training and development) which would be created for senior members and junior staff alike and this would promote their level of motivation and job satisfaction in the selected libraries.

Motivation factors play an important role in increasing employee job satisfaction. Satisfied employees in return can help in improving organizational performance. For an organization to achieve its objectives in productivity employees' motivation and job satisfaction are of critical importance being the greatest asset in any organization.

The results of the current study supports the findings of Ahmed et al. (2010), who concluded that intrinsic motivational factors (recognition, work itself, opportunity for advancement, professional growth, responsibility, good feeling about organizations) have significant relationship with employee job satisfaction. The results of the current study also collaborates with the finding of Nderitu (2013) who found that staff promotions, leadership style of senior managers and employees capacity building are significant factors that influences employees' job satisfaction.

The most important factor related to job satisfaction is "learning and personal growth", according to 87 per cent of respondents. This is followed by "the sense of achievement" (85 percent) (Oman, 2015). Four motivators (advancement, work itself, undertaking obligation, and opportunity for accomplishment) contribute altogether to general satisfaction (Halpern, 1966).

When employees experience internal work motivation, they experience positive internal feelings when working effectively on the job. As a result, they are probable to find their jobs as a self-reward by themselves, as they allow to get enjoyment, autonomy, self-determination, personal enrichment, (Amabile et al. 1994) personal development (Hodson 2001) and self-actualization (Aamondt 2010), i.e. the personal growth and development to do what one is fitted for in life (Maslow 1943) and reach the highest level of human potential (Rogers 1961).

### **5.6 Impact of Motivation Factors on Job Satisfaction of the Staff of the Libraries**

Another group of factors that were included in Herzberg's Two-Factor Theory were motivation factors and these factor deemed to be factors that actually affect the level of workers in organization. It was held that when people feel good about their jobs, their response becomes significantly different from their response when they feel bad (Khalid, 2013). The motivation factors are those that describe the workers relationship to what he or she does, while the dissatisfiers relate to the context within which the work is performed. Motivation factors increase motivation if they are present (Nichols, 2004).

The study further sought to find out the impact of motivation factors on job satisfaction on the staff of the libraries. The accrued results support the assertions of Sohail, et al (2014) who revealed that the more motivated employees are, the more they are satisfied with their work and be committed with the organization that will lead to higher performance. Motivation is the basic unit which attracts an employee to do their best at their work.

The results further agree with the results of Singh and Tiwari's (2011) study revealed that motivation remains unaffected of both age as well as the length of the service because the factors that contribute to motivation and satisfaction seem to be present in the working environment of the organization. The paper also finds the relevance of different factors that contribute to the satisfaction of employees; compensation package emerged as the most important factor, whereas the self-actualization appears to be least important factor.

The findings from the study gave indication to settle that from Osagyefo Library, all the independent variables were not correlated to job satisfaction among staff in Osagyefo Library.

The results imply that more motivation factors needs to be put in place to improve job satisfaction in Osagyefo Library. The results from the study gives reasons to believe that management of Osagyefo Library needs to put in place strategy that make clearly defines and communicate job description of all workers, recognize the efforts of workers, make sure achievement of workers are celebrated, workers are given opportunity for personal growth career options, appropriate training and development programs for all category of staff, give timely feedback and assign clearly defined detailed responsibility and this would in turn lead to improve job satisfaction among workers in Osagyefo Library.

In other words, to improve job satisfaction in Osagyefo Library, management of the library must therefore give priority to motivation factors so as to promote employee job satisfaction. The results corroborate with the findings of Heery and Noon (2001) who indicated that all not motivation factors have

influence on the job satisfaction of workers. Similarly, Lai (2011), portrayed that motivational factors are one of those factors which if impeded lessens the disappointment level of employees and it could affect workers job satisfaction.

In the case of Sam Jonah Library, the accumulated results from the study indicated that there was a strong correlation between some of the motivational factors (job description and feedback) and job satisfaction among staff in Sam Jonah Library which implies that the more the motivation factors improved in Sam Jonah Library the more the level employees' job satisfaction would increase and vice versa.

The results showed that job description and feedback play a significant role in determining the job satisfaction of workers at Sam Jonah Library. Therefore, to improve the level of job satisfaction among workers at Sam Jonah Library, management much attention needs to be given to workers job description and feedback at the library. This finding is similar to the findings of McConville and Swanson, (2017) when it was found that positive variance (89.1%) in employee job satisfaction is caused by motivation factors. It was also found that 3.07 increments in job satisfaction is achieved whenever there is a point increase in motivators.

The results are connection with work of Ahmed, Nawaz, Iqbal, Ali, Shaukat and Usman (2010), who revealed that there is significant relationship between job description and employee job satisfaction and that employees get motivated and higher job satisfaction by the recognition, work itself, opportunity for advancement, professional growth, responsibility, and good

feelings about organization and there is positive relationship between intrinsic factors, hygiene (extrinsic) factors and employee job satisfaction.

### **5.7 Relationship between Employee Motivation and Job Satisfaction**

Again, after a careful review of literature and the trends identified, it became necessary for the study to examine the nature of relationship between employee motivation (motivation/hygiene factors) and job satisfaction so as to inform stakeholders about the nature of relationship the exist between the two libraries. Spearman rank order correlation analysis was conducted to that effect (Zar, 2005).

The result of the study indicated that there was a positive correlation between hygiene and motivation factors and employees' job satisfaction. This means that the more employees are satisfied with hygiene and motivation factors, the more their level of job satisfaction would go up. The managerial implication is that the management of Osagyefo library and Sam Jonah library must develop strategies that enhance employee hygiene and motivation factors and then, the level of job satisfaction among the workforce would also increase. The result of the current study also supports the findings of Teck-Hong and Waheed (2011) who found that hygiene factors were the dominant motivators of sales personnel job satisfaction.

Working conditions were the most significant in motivating sales personnel. Recognition was second, followed by company policy and salary. The findings of the current study corroborates with Halpern (1966) who found four motivators (advancement, work itself, undertaking obligation, and opportunity for accomplishment) to be most important factors that influence employees'

job satisfaction more than hygiene factors (supervision, company policy, working condition, and interpersonal relations).

Dartey-Baah and Amoako (2011) stated that motivational factors regarding organization such as work itself, achievement sensation, and sense of responsibility, recognition, career growth, advancement, and development opportunities help employees recognize their value and worth within organization. Further, Akafo and Boateng (2015) emphasized that employees will be motivated if management enriches the content of the actual work through added responsibility, career development, growth and other intrinsic forms.

Bakotic and Babic (2013) supported these findings by suggesting that difficult working conditions can cause job dissatisfaction. Tariq, Ramzan, and Riaz (2013) stated that work load, wages, stress at jobs, and family conflicts arise due to job dissatisfaction among the employees and results in higher turnover within organization. Raziq and Maulabakhsh (2015) also determined that these working conditions, career growth opportunities, and developments are the key players in the job satisfaction and motivation of employees.

According to Herzberg, hygiene factors are what cause dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages, ensure employees job security, and to create a positive culture in the workplace. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other

half would be to increase satisfaction in the workplace. This can be done by improving on motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other.

## **CHAPTER SIX**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

This chapter presents the summary of findings. It further presents the conclusion and recommendations as well as further research areas.

#### **6.2 Summary of findings**

The purpose of the study was to comparatively examine the motivational factors that affect job satisfaction among staff at Sam Jonah (UCC) and Osagyefo (UEW) libraries. The study was guided by five (5) research objectives which include: to assess the impact of hygiene factors on job satisfaction in the selected libraries, to determine the order of importance the hygiene factors that influence staff of the selected libraries and among different staff categories, to assess the impact of motivating factors on job satisfaction in the selected libraries, to determine the order of importance the motivating factors that mostly influence staff of the selected libraries and among staff categories, and finally to determine the relationship between employee motivation and satisfaction.

#### **6.3 Findings of the Study**

1. The study found that only interpersonal relations had an effect on job satisfaction of staff of Osagyefo Library and for Sam Jonah library the hygiene factors that had influence on job satisfaction were salary, working conditions, supervision, policies, interpersonal relation and fringe benefits.

2. It was also discovered that employees at Sam Jonah library highly perceived the hygiene factors (salary, working conditions, supervision, policies, job security, personal relationships and fringe benefits) as more important to them than Osagyefo library; however, there was no significant difference among the two libraries in their rating of the hygiene factors.
3. The study also found that none of the motivational factors had an effect on job satisfaction of staff of Osagyefo library and for Sam Jonah library, job description and feedback had influence on job satisfaction.
4. The study also found that employees in Sam Jonah library had high levels of job satisfaction than the employees in Osagyefo library.
5. The study revealed that senior members had the highest job satisfaction among the three staff category while junior staff are the least satisfied.
6. The study revealed that there was positive correlation between hygiene factors and employees' job satisfaction and between motivation factors and employees' job satisfaction. This clearly showed that whenever hygiene factors are high employees' job satisfaction is likely to be high and when motivation factors it is likely to influence employees' job satisfaction.

#### **6.4 Conclusion**

On the bases of the findings made out of the study it can be concluded that motivation is a complex concept and can help or harm an organization depending on how it is used within an organization. If a manager takes the time to understand the needs of his/her employees, then the recognition can be

extremely useful. The implication is that when employees are happy they tend to put in their best to achieve the organisational goals.

It is worthy of note that money, or financial incentives as the case may be, is not the only form of motivation for employees. To the junior workers, money may be the highest motivating factor, and this may be attributed to the country's poor economy.

Employee must be asked on a regular basis what sparks and sustains their desire to work. To this end employees must be willing to let library managers know what motivates them. Survey results like those presented here are useful in helping employers increase pay, have a good relationship with staff, change the working environment or give credit for work done. The key is, however, that library managers must avoid the assumption that what motivates them motivates their employers as well.

## **6.5 Recommendations**

The following recommendations are made based on the results of the study and conclusion.

1. The staff of Osagyefo Library expressed their dissatisfaction with the conditions of service. The researcher therefore recommends that Library Management should team up with the University Management to accommodate the concerns of staff and review the service conditions of library staff. More significantly, provisions should be made in the University Statutes to document such improvement in the working conditions of staff.

2. Managers of the Libraries of both institutions should also focus on the non-financial issues related to motivation such as occupational safety and security. This could be by way to improve work environment, provision of modern tools and efficient design of the operational job task.
3. Senior staff of both libraries expressed the perceptions that the interpersonal relationship influenced or had impact on motivation and job satisfaction. The researcher recommends that, among staff, the heads, and supervisors, there should be cordial relationship. This can be done when the Training and Development Division organises human relations courses for heads of units and supervisors in the university, including in - service training programmes to be organised for senior and junior staff of the Universities in general and the library in particular.
4. It is recommended that different motivation strategies must be created and implemented in these institutions since what motivates workers in Sam Jonah Library is entirely different from staff in the Osagyefo Library. Special cognizance should be given to different staff categories in these institutions and their preferred motivational conditions. This can create the platform to enhance employee job satisfaction in these institutions.
5. Occupational or career path, especially for junior and senior staff should be made very clear. Library Management should team up with the Training and Development Section to educate staff on career development programmes including structured educational

programmes (relevant Diploma, Undergraduate and Post Graduate programmes), as well as the running of in-service training programmes for senior and junior staff of these universities. This, apart from sharpening the skills of beneficiaries, would also contribute to encouraging members to put in their best.

6. Since the findings show that motivation and job satisfaction have great influence on the library staff performance, efforts should be made to ensure that factors that make for employee motivation are in place before making a decision on whether a librarian is performing well or not and to take responsibility for institutionally induced inefficiency.

#### **6.6 Suggestions for Further Research**

1. This study was limited to Sam Jonah and Osagyefo libraries in Ghana. It was also limited to variables such as motivation and job satisfaction of library staff. Further study could be replicated in other academic libraries in Ghana.
2. The methodology used for collection data was only survey instrument so future studies should incorporate other instruments like the interview guide to make the study more interactive with the respondents.
3. Again, research could be conducted on the impact of motivation on employee work performance, considering employee commitment and sense of belongingness to the institution as moderators to performance.

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**APPENDIX A**  
**UNIVERSITY OF GHANA**  
**COLLEGE OF EDUCATION**  
**DEPARTMENT OF INFORMATION STUDIES**  
**QUESTIONNAIRE FOR LIBRARY STAFF**

Dear Participant,

I am an M.Phil. Student of University of Ghana. As part of the requirement for the award of a Master of Philosophy Degree (Information Studies), I am conducting a study on the topic “*Employee Motivation and Job Satisfaction in Ghanaian academic libraries’: A comparative study of Sam Jonah and Osagyefo libraries*”. The purpose of the study is to examine the motivational factors that affect job satisfaction among staff at Sam Jonah (UCC) and Osagyefo (UEW) libraries. To this effect, I humbly solicit your help in completing this questionnaire. The study is basically for academic purposes, thus, I guarantee that your responses will be kept strictly anonymous and confidential. Thank you for your support and co-operation.

Yours sincerely,

Prince Charles Lawson

**INSTRUCTION:** Please tick (√) or fill-in where applicable.

**SECTION A: BACKGROUND INFORMATION**

1. Name of Library
  - a. Sam Jonah Library           [   ]
  - b. Osagyefo Library           [   ]
  
2. Gender
  - a. Male                           [   ]
  - b. Female                       [   ]

3. Age

- a. 20 – 29 years [ ]
- b. 30 – 39 years [ ]
- c. 40 – 49 years [ ]
- d. 50 – 60 years [ ]
- e. Above 60years [ ]

2. Staff Category

- a. Senior Member [ ]
- b. Senior staff [ ]
- c. Junior staff [ ]

3. Please indicate your section/ Unit you work

- a. Reference section [ ]
- b. Acquisition section [ ]
- c. Administration [ ]
- d. Cataloguing/classification section [ ]
- e. Departmental library [ ]
- f. Periodicals [ ]
- g. Others (please state).....

7. What is your highest academic / Professional qualification

- a. SSSCE / WASSCE [ ]
- b. Diploma [ ]
- c. Bachelor's Degree [ ]
- d. Graduate Diploma [ ]
- f. M.A/M.Phil. [ ]
- g. PhD [ ]

6. What is your monthly income?

- a. Below GH¢ 500 [ ]
- b. GH¢ 500 - 800 GH¢ [ ]
- c. GH¢ 900 - 1200 GH¢ [ ]

d. GH¢ 1300 - 1600 GH¢ [ ]

e. GH¢ 1700 - 1900 GH¢ [ ]

f. Above GH¢ 2000 [ ]

8. How long have you been working in the library?

a. 0 – 5 years [ ]

b. 6 – 10 years [ ]

c. 11 -15 years [ ]

d. 16- 19 years [ ]

e. 20 years and above [ ]

**SECTION B: HYGIENE FACTORS (Extrinsic Work Environment)**

9. Please rank in order of importance, the extent to which these hygiene variables motivate you at your present workplace. Please tick where appropriate, *Where*;

*1= Not at all important; 2= unimportant; 3= Slightly important;*

*4=Neutral;*

*5=Moderately important; 6= important 7=Extremely important*

| S/n | Hygiene factors                              | Rank |
|-----|----------------------------------------------|------|
| a   | Salary                                       |      |
| b   | Working conditions                           |      |
| c   | Level and quality of supervision             |      |
| d   | Company policies and administration policies |      |
| e   | Job security                                 |      |
| f   | Interpersonal relations                      |      |
| g   | Fringe benefits                              |      |

10. For each of the following items in this section, please indicate the extent to which you are satisfied with these hygiene factors at your present workplace where:

*1=Completely Dissatisfied; 2=Mostly Dissatisfied; 3=Somewhat Dissatisfied;*

*4=Neither Satisfied or Dissatisfied; 5=Somewhat Satisfied; 6=Mostly*

*Satisfied; 7= Completely Satisfied*

| S/n | Hygiene factors                              | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|----------------------------------------------|---|---|---|---|---|---|---|
| a   | Salary                                       |   |   |   |   |   |   |   |
| b   | Working conditions                           |   |   |   |   |   |   |   |
| c   | Level and quality of supervision             |   |   |   |   |   |   |   |
| d   | Company policies and administration policies |   |   |   |   |   |   |   |
| e   | Job security                                 |   |   |   |   |   |   |   |
| f   | Interpersonal relations                      |   |   |   |   |   |   |   |
| g   | Fringe benefits                              |   |   |   |   |   |   |   |

**SECTION C: MOTIVATION FACTORS (Intrinsic Work Environment)**

11. Please rank in order of importance, the extent to which these motivation variables motivate you at your present workplace. Please tick where appropriate, *Where*;

***1= Not at all important; 2= unimportant; 3= Slightly important; 4=Neutral; 5=Moderately important; 6= important 7=Extremely important***

| S/n | Motivation factors                                  | Rank |
|-----|-----------------------------------------------------|------|
| a   | Job description(nature of the work)                 |      |
| b   | Recognition(respect of the work)                    |      |
| c   | Sense of achievement                                |      |
| d   | Personal growth                                     |      |
| e   | Advancement opportunities(training and development) |      |
| f   | Feedback                                            |      |
| g   | Responsibility                                      |      |

12. For each of the following items in this section, please indicate the extent to which you are satisfied with these motivating factors at your present workplace where:

*1=completely dissatisfied; 2=mostly dissatisfied; 3=somewhat dissatisfied; 4=neither satisfied or dissatisfied; 5=somewhat satisfied; 6=mostly satisfied; 7= completely satisfied*

| S/n | Motivation factors                                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|-----------------------------------------------------|---|---|---|---|---|---|---|
| a   | Job description(nature of the work)                 |   |   |   |   |   |   |   |
| b   | Recognition(respect of the work)                    |   |   |   |   |   |   |   |
| c   | Sense of achievement                                |   |   |   |   |   |   |   |
| d   | Personal growth                                     |   |   |   |   |   |   |   |
| e   | Advancement opportunities(training and development) |   |   |   |   |   |   |   |
| f   | Feedback                                            |   |   |   |   |   |   |   |
| g   | Responsibility                                      |   |   |   |   |   |   |   |

#### SECTION D: JOB SATISFACTION IN THE LIBRARY

Please indicate the degree to which you agree or disagree with each item on the scale by ticking (√) the appropriate response in the box to the right of the statement. The scale measures the degree of job satisfaction

13. To what extent do you agree with each of the following statements?

*Where: 1=Strongly disagree; 2=Moderately disagree; 3=Disagree; 4=Uncertain;*

*5= Agree; 6=Moderately agree; 7=Strongly agree*

| S/n | Statements of Job Satisfaction                                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----|------------------------------------------------------------------------|---|---|---|---|---|---|---|
| a   | I am satisfied with the various form of reward given me in the library |   |   |   |   |   |   |   |
| b   | I am satisfied with the form of promotion criteria used in the library |   |   |   |   |   |   |   |
| c   | I have a better working environment                                    |   |   |   |   |   |   |   |
| d   | There is good working relationships among staff in this library        |   |   |   |   |   |   |   |

|   |                                                                                    |  |  |  |  |  |  |  |
|---|------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| e | I am satisfied with the various forms of supervision in the library                |  |  |  |  |  |  |  |
| f | I have career opportunities                                                        |  |  |  |  |  |  |  |
| g | I have a clear understanding of my job responsibilities and what is expected of me |  |  |  |  |  |  |  |
| h | My job in the library is enjoyable                                                 |  |  |  |  |  |  |  |

**SECTION E: IMPROVING MOTIVATION AND JOB SATISFACTION AMONG LIBRARY STAFF**

14. Comments on what should be done to improve employee motivation at your present workplace?

- a.....
- .....
- b.....
- .....
- c.....
- .....

15. Comments on what should be done to improve job satisfaction at your present workplace?

- a.....
- .....
- b.....
- .....
- c.....
- .....

*Thank you for your cooperation.*

## APPENDIX B

### INTRODUCTORY LETTER



**UNIVERSITY OF GHANA**  
DEPARTMENT OF INFORMATION STUDIES  
SCHOOL OF INFORMATION AND COMMUNICATION STUDIES

Ref. No.: .....

January 25, 2018

#### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

#### INTRODUCTORY LETTER

I write to introduce to you Mr. Prince Charles Lawson, an M. Phil student of the Department of Information Studies, University of Ghana, Legon.

He is researching on the topic “**Employee Motivation and Job Satisfaction in Ghanaian Academic Libraries: A Comparative Study of Sam Jonah and Osagyefo Libraries**”.

Please assist him with the necessary information that he will need to undertake the research.

Thank you.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Emmanuel Adjei', written over a printed name and title.

**Dr. Emmanuel Adjei**  
Head of Department

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#### COLLEGE OF EDUCATION

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