

Librarians' Attitude to Monetary and Non-Monetary Incentives in University Libraries: A Case of Selected University Libraries in Nigeria

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Abstract

The paper examines the attitude of librarians in university libraries in Nigeria to monetary and non-monetary incentives. A survey research design was adopted. Seventy (70) copies of questionnaire were randomly distributed amongst the librarians out of which 45 copies were retrieved. Findings revealed that librarians are aware of both monetary and non-monetary incentives and that majority of the librarians benefit from monetary incentives offered by their institutions. Also, motivation, job satisfaction and increase in organizational commitments are some of the impact of incentives on the librarians examined. Recommendations arising from the study were proffered which includes: linking rewards directly with performance and the need of an upward review of librarians' salary periodically in order to motivate them to perform better.

Keywords: Attitude; Monetary incentives; Non-monetary; Incentives; Librarians; Universities.

Introduction

Good working environment is required for the performance of individuals or group of people working in an organization in order to achieve the organizational goals and objectives. As a result of this, it is necessary for the manager to know the attitude of employees under him in the overall interest of the organization. It has been observed that there are lots of incentives that could influence employee; librarians inclusive and some of these incentives could be monetary or non-monetary.

The need for librarians to be highly motivated can not be over emphasized because libraries are well positioned in the quest for solutions to economic problems in Nigeria

because they are the agents of change, self enlightenment and self improvement of the people. Upon critical examinations of various services in libraries, it is understandable that these services illuminate life. Libraries influence the individual to have reflection on life experiences and at the same time, provide guide and documents to improve adverse social conditions.[1]

Hayden (2003) maintained that the library is the only democratic institution that allows people of all background and abilities to have access to information and a place of enjoyment for all categories of people. The library is a cornerstone of social adjustment exemplified in bibliography control and access advocacy to vital policy documents at all levels of government for decision making and implementation as well as making relevant materials available to various scholars and researchers.[2]

It has been observed that if university libraries are to benefit maximally from their workforce, there is need to motivate it, especially when one considers the high level of commitment expected of such academic librarians. Onwubiko (2004) supporting the above submission posits that "unless

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conditions are created that will permit the release of libraries employees' potentials, the goals of the library will not be attained," librarians require relevant motivational incentives; both monetary and non-monetary to serve their users effectively and to perform their job effectively.[3] Attama and Ezema (2001) observed that the competence of a librarian in this regard is not advantageous but is also job enriching and enhances the profession and the librarian.[4]

From the foregoing, this study sets out to examine the attitude of librarians to monetary and non-monetary incentives in the university environments in Nigeria.

Statement of the Problem

There are different views on librarians' attitude to monetary and non-monetary incentives and the impact of fringe benefits on their job performance. In the past, university library managements submitted that librarians perform their work efficiently when they are newly employed but with time, their efficiency and productivity decreases. However, various university librarians have attributed decrease in efficiency and productivity to the fact that librarians do not receive adequate incentives and motivation to enable them put in their best.[1] It is to this end that this study sets out to investigate the attitude of librarians to monetary and non-monetary incentives offered by their various institutions.

Objectives of the Study

1. To identify the types of incentives available to librarians in university libraries in Nigeria;
2. To ascertain librarians' attitude to monetary and non-monetary received;
3. To identify the incentives librarians like best in their work place;
4. To examine the adequacy of incentives made available to and received by

librarians;

5. To identify ways of increasing productivity among librarians.

Literature Review

Librarian's attitude refers to a persistent tendency to feel and behave in a particular way towards some objects. Attitude provides people with a basis for expressing their values. Luthan (2003) maintained that attitude has three components which are emotion, information and behaviour. The emotional component involves personal feeling or affects positive or negative feeling about an object. The informational component consists of the beliefs and information the individual has about the object. The behavioural component consists of a person's tendency to behave in a particular way towards an object.[5]

Rewards and incentives in the workplace have benefits for both employees and employers. When recognized for stellar performance and productivity, employees have increased morale, job satisfaction and involvement in organizational functions. As a result, employers experience greater efficiency and an increase in sales and productivity. Through workplace rewards and incentives, employers and workers enjoy a positive and productive work environment.

Incentive is an act or promise for greater action. It is also called a stimulus to initiate a greater action. Incentives are given in addition to salaries. It means additional remuneration or benefit to an employee in recognition of achievement or better performance. Incentives provide a spur or zeal in the employees for better performance. It is a natural thing that nobody acts without a purpose. Therefore, a hope for a reward is a powerful incentive to motivate employees. Hence, there are two major types of incentives that librarians can benefit from their Institutions; namely, monetary and non-monetary incentives.

Monetary incentives are those incentives which satisfy by providing rewards in terms of money. Ikpefan and Adewoye (2007)

described monetary incentives as remuneration in form of money given to employee for work performed.[6] Otokiti (2002) went further to say that monetary incentives will motivate librarians to put-in their best in order to attain organizational goals.[7] While non-monetary incentives are non-financial in nature, but they can satisfy the ego and self-actualization needs of employees. These are some other stimuli which can drive a person to do better. This include job satisfaction, job security, promotion, social factors, condition for self-expression, independence and recognition in order to realize one's potential.[8]

Motivation has been defined in various ways by various scholars Atkinson (1964), Zedek and Blood (1974) and Goodman (1971) defined motivations as the level of effort an individual is willing to expend toward the achievement of a certain goal.[9-11] Abifarin (1997) simply described motivation as the provision of inducement. However, motivation can be described as a technique used by the managers in order to bring out the best in people.[12] Daresh observed that in rewarding people the following questions must be answered:

1. What makes some people work hard, while other people hardly work at all?
2. How can certain people- university librarians, for example-positively influence the performance of the people who work for them?
3. Why do some people leave organizations, show up late for work, and refuse to be committed while others do not?[13]

Yalokwu (1999) maintained that without reward, there would be no purposeful organized behaviour by the individual either at work or elsewhere,[14] Goodman cited by Odunewu (2005) opined that librarians' aspiration may be achieved or challenged when he is adequately rewarded, but where he is frustrated however, aggression, hostility and apathy may set in.[15]

Ikepefan and Adewoye (2007) classified the theories of reward into two which are content theories and the process theories. The content

theory deals with the factors that arouse employee to action in the work place; this theory is concerned with issues that make employee to work for a job.[6] The theories are better explained in the hierarchy of needs theory of Abraham Maslow and Fredrick Herzberg's theory.

The process theories deal with the choice aspect of individual. Ikepefan (2007) described the theory as a path goal orientation.[6]The theory are of the view that people in their bid to realize their goals are exposed to different alternatives and that a person will choose the path that will enable him to realize his goals.

A critical examination of Maslow's theory revealed the following assumptions:

- (1) Human beings have sets of needs;
- (2) These needs are arranged in order of importance from basic to complex and;
- (3) Human beings move from one level of needs to the other level of needs only when lower needs are satisfied.

Ubeku (1975) maintained that people work in order to satisfy their needs and these needs can be met through monetary incentives, repayment in cash and in money from the work done by the employees in the organization.[16]

Monetary incentives in the modern societies are the most transferable satisfying basic needs. Ikepefan and Adewoye (2007) highlighted various forms of monetary incentive which include wages, salary, allowances, and bonus.[6] Cole (2000) maintained that a salary system can be best considered as mechanism which an organization plans how to attract, retain, reward and motivate its salaried employees to provide a fair reward to those performing specified roles, to provide an incentive for employee and to keep pace with inflation.[17] Pitified (1980) explained that bonus provide greater rewards for output above a certain agreed level which may be based on individual output or on the output of a group.[18]

He went further to describe non-monetary incentives as fringe benefits made available to

librarians and are regarded as an addition to wages which has a direct and indirect benefits. The direct benefits may include profit sharing, sick pay, and pension schemes, the indirect benefit include welfare amenities, social and recreational facilities. Kepner *et al* (2003) explained that the purpose of monetary incentives is to reward associates for excellent job performance through opportunities, while non-monetary incentives include flexible hours, training, pleasant work environment and sabbaticals.[19]

The importance of monetary and non-monetary incentives among librarians have been supported by various studies and mentioned in writings of many authors. Kovach (1999) conducted a survey of 1000 employees; he compared the associates' rankings of what they wanted from their jobs, according to the findings the employee revealed that they want job security and good wages.[20] Ikepefan and Adewoye (2007) conducted a research on the employee attitude towards monetary and non-monetary incentives in Nigeria; the finding revealed that salary plays a significant role in workers' attitude towards their work and fringe benefits motivates workers to perform better.[6] Owolabi and Salaam (2010) in their research on Job Satisfaction and Organizational commitment of academic librarians in Nigeria the major finding revealed that attractive salary and wages are major determinants of job satisfaction among librarians in Nigeria.[21]

Methodology

The study used a descriptive survey design. Questionnaire and interview were used for the collection of data. The target population of the study was seventy (70) librarians working in the university libraries in six selected university libraries in Nigeria. The universities are: University of Ibadan (UI), Lagos State University (LASU), University of Lagos (UNILAG), Olabisi Onabanjo University (OOU), Ago-Iwoye, Federal University of

Agriculture, Abeokuta (FUNAAB) and Tai-Solarin University (TASUED), Ijebu-Ode. The universities selected for the purpose of this study are state and federal government-owned universities.

A simple random sampling technique was used to select the 70 librarians from the selected university libraries and copies of questionnaires were administered on them out of which 45 useable copies were retrieved, giving a response rate of 64.3%. Prior to 2009 academic staff in Nigeria Universities, (Librarians inclusive) were poorly paid which led to the 2009 Academic Staff Union of Universities (ASUU)'s nation-wide strike. Presently, the pay package and working conditions has grossly improved. Hence, the needs to undertake this study so as to report if there has been improvement in their job performance as a result of the increment in their pay package. The participants were only expanded to accommodate new entrants into the librarianship profession using the same methodology.

Data Analysis and Presentation

Table I above reflects the number of questionnaire distributed and retrieved.

Table II indicated that both monetary and non-monetary incentives are available to the respondents in their various institutions. The monetary incentives stated by the respondents included the following; salary, bonuses, salary advance, and loans while non-monetary that were stated are: good working condition, promotion, staff welfare scheme, commendation letters, pension scheme, medical facilities, recreational facilities, training, conferences, workshops, festive parties, scholarships and awards.

Table III sought to identify the incentives which librarians have benefited from. It was revealed that all the librarians (45)100% admitted that they are beneficiaries of monetary incentives, while 36(44.4%) are beneficiaries of non-monetary incentives.

Librarians' attitude to incentives is reported

Table I: Questionnaire Distribution and Return Rate

Institution	No Distributed	No Retrieved	Percentage (%)
UI	15	8	53.3
LASU	12	7	58.3
UNILAG	15	9	60
OOU	7	5	71.4
FUNAAB	15	12	80
TASUED	6	4	66.7
Total	70	45	64.3

Table II: Available Incentives in Various Libraries

Incentives	Available	Percentage
Monetary Incentives	45	100
Non-Monetary Incentive	45	100

Table III: Beneficiaries of Incentives

Incentives	Rate	Percentage
Monetary	45	100%
Non-Monetary	36	80%

Table IV: Attitudes of Librarians to Incentives (Monetary and Non-Monetary) Received

Attitude of Librarians	Response	Percentage (%)
Increases job performance	42	15.9
Motivates the staff	45	17.1
Increases staff productivity	43	16.4
Leads to job satisfaction	45	17.1
Increases organizational commitment	43	16.4
Enhances smooth organizational management	45	17.1
Total	263	100

Note: Total; 263>N because respondents were allowed to pick more than one option

Table V: Most Preferred Incentives

Incentives	Response	Percentage (%)
Monetary Incentive	35	77.8
Non-monetary Incentive	10	22.2
Total	45	100

Table VI: Ways of Increasing Productivity of the Librarians

Item	Response	Percentage (%)
Regular promotion	33	24.8
Good working environment	25	18.8
Attractive salary and wage	45	33.8
Good welfare packages	30	22.6
Total	133	100

on Table IV above. The result indicated that almost all the respondents agreed that incentives increases job performance, promotes job satisfaction and enhances smooth organizational management with 45(17.1%) respectively.

Table V sought to identify the most preferred form of incentive received. It was revealed that majority of librarians prefer monetary incentive, this is represented by 35(77.8%) while 10(22.2%) preferred non-monetary incentive. The librarians interviewed agreed that they preferred non-monetary incentive because they are usually non-taxable.

Table VI sought to identify ways of increasing productivity among librarians. It was revealed that attractive salary and wages 45(33.8%) were identified as major ways of increasing productivity among librarians, this was closely follow by regular promotion 33(24.8%).

Discussion of Major Findings

The major findings of the study revealed that monetary and non-monetary incentives are available in all the university libraries used for

the study and monetary incentive is the most preferred incentive among the examined librarians. This corroborated the findings of Ikepefen and Adewoye (2007) that there is need for adequate incentives for workers. Majority of the librarians revealed that they benefited from monetary incentive while only few maintained they have not benefited from non-monetary incentive.[6] Those who preferred the non-monetary incentives as gathered during the interview do so because they found them to be non-taxable.

Motivation, job satisfaction and increase in organizational commitment are some of the impact of incentives on librarians. This supported the findings of Otokiti (2002) that monetary incentives will motivate librarians to put-in their best to their work in order to attain organizational goals.[7] In addition, another finding of the study revealed that salary and wages are two kinds of incentives that can increase productivity among the librarians. This is in line with the earlier study of Owolabi and Salaam.[21]

Conclusion and Recommendations

This study has shown that there is need for monetary and non-monetary incentives for librarians which will make them to be more effective in their work. The findings of the study revealed that monetary and non-monetary incentives are available, majority of the librarians sampled benefits from monetary incentives.

In-addition, motivation, job satisfaction and increase in organizational commitments are some of the impact of monetary and non-monetary incentives on librarians. It was also revealed that improved and more attractive salary and wages are the basic incentives that can make librarians to be more productive.

In order for librarians to be more effective on their jobs the following recommendations are made:

- There is a need to link reward directly

to performance. University library management should always provide incentives to deserving librarians;

- Library management should strive to introduce a satisfactory incentive packages to the librarians. This is because librarians' satisfaction can motivate them to perform better;
- Non-monetary incentives should be made as attractive as monetary incentives in order to motivate the librarians to put in their best;
- Upward review of librarians' salary and wages should be undertaken from time to time in order for them to be more committed to their jobs.

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