

Librarians' attitude toward monetary and non-monetary incentives in university libraries: A case of selected university libraries in Nigeria

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The study uses a structured questionnaire to gather information on librarians' perception towards monetary and non-monetary incentives in university libraries in Nigeria. Questionnaires were distributed to 45 librarians in the selected university libraries through the use of simple random sampling techniques to understand the attitude of librarians towards monetary and non-monetary incentives. The findings revealed that librarians are aware of both monetary and non-monetary incentives and that majority of the librarians benefited from monetary incentives. Motivation, job satisfaction and increase in organizational commitment are some of the benefits librarians derive from monetary and non-monetary incentives. Recommendations include linking of reward directly to performance and the need to pay reasonable salary and wages to librarians in order to make them more effective.

Keywords: Attitude, Monetary and non-monetary, Incentives, Librarians

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, it is necessary for the manager to know the attitude of employees under him or her in the overall interest of the organization. It has been observed that there are lots of incentives that could influence employees and some of these incentives could be monetary or non-monetary.

Hayden¹ 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 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.

It has been observed that if university libraries are to make maximum utilization of their workforce, there is need to motivate it, especially when one considers the high level of services expected from

such academic libraries. Onwubiko² supporting the above submission posits that "unless conditions are created that will permit the release of libraries employees' potentials, the goals of the library will not be attained". Attama and Ezema³ 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.

The paper examines the attitude of librarians towards monetary and non-monetary incentives in the university libraries in Nigeria.

Statement of the problem

There are different views on librarians' attitude towards monetary and non-monetary incentives and the impact of fringe benefits on librarians' 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 best⁴.

It is to this end that this study sets out to investigate the attitude of librarians toward monetary and non-monetary incentives given by their various institutions.

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Review of the literature

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. Luthans⁵ maintained that attitude has three components which are emotion, information and behavior. 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 behavioral component consists of a person's tendency to behave in a particular way towards an object.

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 Adewoye⁶ described monetary incentives as remuneration in money form to employees for work performed. Otokiti⁷ went further to say that monetary incentives will motivate librarians to put their best in order to attain the organizational goals. 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 potentials⁶.

Motivation has been defined in various ways by various scholars. Atkinson⁸, Zedek and Blood⁹ and Goodman¹⁰ defined motivation as the level of effort an individual is willing to expend toward the achievement of a certain goal. Abifarin¹¹ simply described motivation as the provision of inducement. However, motivation can be described as a technique used by the managers in order to bring the best in people. Daresh¹² 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?

Yalokwu¹³ maintained that without reward, there would be no purposeful organized behaviour by the individual either at work or elsewhere, Odunewu¹⁴ opined that librarian aspiration may be achieved or challenged when he is adequately rewarded, but where he is frustrated however, aggression, hostility and apathy may set in.

Ikepefan and Adewoye⁶ 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 action in the work place; this theory is concerned with issues that make employee to work for a job. 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 and Adewoye⁶ described the theory has a path, goal orientation .The theories 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 need only when lower need are satisfied.

Ubeku¹⁵ maintained that people work in order to satisfy their needs and these needs can be met through monetary incentives, repayment in cash for work done by the employees in the organization.

Monetary incentives in the modern societies are the most transferable satisfying basic needs. Ikepfean and Adewoye⁶ highlighted various forms of monetary incentive which include wages, salary, allowances, and bonus. Cole¹⁶ 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. Pitified¹⁷ 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. He went further to describe non-monetary incentives as a fringe benefit made available to librarians and are regarded as an addition to wages which has a direct and indirect benefits. The direct benefits may include, sick pay, and pension schemes, the indirect benefit include welfare amenities, social and recreational facilities. Kepner et. al.¹⁸ 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.

The importance of monetary and non-monetary incentives among librarians have been supported by various studies and mentioned in writings of many authors. Kovach¹⁹ conducted a survey of 1000 employees. The compared the associates' rankings of what they wanted from their jobs and according to the findings the employee revealed that they want job security and good wages. Ikepfean and Adewoye⁶ conducted a research on the employee attitude towards monetary and non-monetary incentives in Nigeria and the finding revealed that salary plays a significant role in workers attitude towards their work and fridge benefits motivates workers to perform better. Owolabi and Salaam²⁰ in their research on job satisfaction and organizational commitment of academic librarians in Nigeria found that attractive salary and wages are major determinant of job satisfaction among librarians in Nigeria.

Objectives of the study

- 1 To identify the types of incentives available in Nigerian university libraries;
- 2 To ascertain librarians' attitude towards monetary and non-monetary incentives in the course of their works;
- 3 To identify the incentives librarians like best in their work place;
- 4 To examine the adequacy of incentive available and received by librarians; and
- 5 To identify the ways of increasing productivity among librarians.

Methodology

The study used a descriptive survey design and questionnaire was used for the collection of data. The target population of the study was seventy (70) librarians 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 out of which 45 useable copies were retrieved, giving a response rate of 64.3%. Table 1 gives the questionnaire distribution and return rate.

Table 1—Questionnaire distribution and return rate

Institution	No. distributed	No received	Percent
University of Ibadan (UI)	15	8	18
Lagos State University (LASU)	12	7	15
University of Lagos (UNILAG)	15	9	20
Olabisi Onabanjo University (OOU)	7	5	11
Federal University of Agriculture Abeokuta (FUNAAB)	15	12	27
Tai Solarin University of Education (TASUED)	6	4	9
Total	70	45	100

Analysis

Monetary and non-monetary incentives in libraries

Table 2 indicates that both monetary and non-monetary incentives are available to the respondents in their various institutions. The monetary incentives stated by the respondents include salary, bonuses, salary advance, and loans while non-monetary include 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. This corroborated the position of Ikepenfen and Adewoye⁶ that there is need for adequate incentives for workers in order to get the best from them.

Beneficiary of incentives

Table 3 sought to identify the incentives in which librarians has 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. Atkinson⁸, Zedek, Blood⁹ and Goodman¹⁰ have maintained that incentive is an effort that individual put towards the achievement of the organizational goals and the level of effort an individual is willing to expend toward the achievement of a certain goal.

Attitude of librarians towards incentives

Librarians' attitude to incentives is reported on Table 4. Librarians are of the view that incentives increase job performance, promote job satisfaction and enhance smooth organizational management with 45 (17.1%) respondents each. Odunewu¹⁴ maintained that adequate incentives may make librarians achieve their aspiration when adequately rewarded and on the other hand frustration, aggressiveness, hostility and apathy may set in.

Preferred incentives

Table 5 sought to identify the most preferred form of incentive it was revealed that majority of librarians

Table 2—Available incentives in various libraries

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

Table 3—Beneficiary of incentives

Incentives	Rate	Percent
Monetary	45	100
Non-Monetary	36	80

prefer monetary incentive, this was represented by 43(95.6%) while 11(24.4%) preferred non-monetary incentive. During the interview those that picked non-monetary incentive stated that they are usually non-taxable. This corroborated the assertion of Cole¹⁶ that salary system is a 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. And Pitified¹⁷ maintained 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.

Increasing productivity of librarians

Table 6 sought to identify the ways of increasing productivity among librarians. It was revealed that attractive salary and wages were identified as a major way of increasing productivity among librarians 25(33.8%). This was closely followed by regular

Table 4—Attitudes of librarians to incentives (monetary and non-monetary) received

Attitude of Librarians	Response	Percent
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: N >45 because respondents were allowed to pick more than one option

Table 5—Most preferred incentives

Incentives	Response	Percent
Monetary Incentive	35	77.8
Non-monetary Incentive	10	22.2
Total	45	100

Table 6—Ways of increasing productivity of the librarians

Items	Response	Percent
Regular promotions	33	24.8
Good working environments	25	18.8
Attractive salaries and wages	45	33.8
Good welfare packages	30	22.6
Total	133	100

Note: N >45 because respondents were allowed to pick more than one option

promotion 33(24.8%). This is in line with what Kovach¹⁹ stated that job security and good wages are two major ways of increasing productivity among workers.

Discussion

The major finding of the study revealed that monetary and non-monetary incentives are available in all the university libraries used studied here and monetary incentive is the most preferred incentive. This corroborated the findings of Ikepefen and Adewoye⁶ 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.

Motivation, job satisfaction and increases in organizational commitment are some of the attitude of librarians toward incentives. This supported the finding of Otikiti⁷ that staff that are highly motivated are always committed to their work.

In addition, another finding revealed that salary and wages are two incentives that can increase productivity among the librarians. This is in line with the earlier study of Owolabi and Salaam.²⁰

Conclusion

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 and majority of the librarians benefited from monetary incentive.

In-addition, motivations, job satisfactions and increase in organizational commitments are some of the attitude of librarians toward monetary and non-monetary incentives among librarians. It was also revealed that attractive salary and wages are the basic incentives that can make librarians to be more productive.

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

- There is a need to link reward directly to performance. Universities library managements should provide incentives to deserving librarians;
- Library management should strive to introduce a satisfactory incentives package to the librarians. This is because librarians satisfaction can motivate high performance;

- Non-monetary incentives should be tailored in line with monetary incentives in order to motivate the librarians to put in their best;
- Reasonable salary and wages should be paid to librarians in order for them to be more commitment to their jobs.

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