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Summer 2-27-2013

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Lamptey, Richard Bruce KNUST; Boateng, Michael Sakyi KNUST; and Antwi, I K. UDS, "Motivation and Performance of Librarians in Public Universities in Ghana" (2013). *Library Philosophy and Practice (e-journal)*. 911.

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MOTIVATION AND PERFORMANCE OF LIBRARIANS IN PUBLIC UNIVERSITIES IN GHANA

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MOTIVATION AND PERFORMANCE OF LIBRARIANS IN PUBLIC UNIVERSITIES IN GHANA

ABSTRACT

Motivation is of enormous importance with regard to enhancing performance in any organisation. This paper discusses motivation and performance of librarians in public universities in Ghana. The study examined motivation of librarians, the effect of motivation on performance, the views of librarians on motivation, the level of satisfaction of librarians and the effort the public university managements are making to motivate librarians. Through literature review, the concept of motivation and its effects on performance were discussed. Using a survey method, questionnaire were designed and distributed to seventy-two targeted librarians in six public universities in Ghana, out of this, sixty returned the duly completed questionnaire. The questionnaire sought to identify intrinsic and extrinsic factors which motivate librarians and how it affects their performance. The study revealed that the motivational level of librarians in public universities in Ghana is high and that the motivational level affects majority of librarians positively. The public university managements have made some efforts to motivate librarians but they need to do more to improve the current situation. The study concludes with some recommendations on how to improve motivational systems in place in public university libraries. The discussions in the paper provides some insights into intrinsic and extrinsic factors that motivate librarians in public universities in Ghana. The paper will therefore be of great value to managers in the public university libraries in Ghana and other developing countries in getting the best out of their staff if adequately motivated.

Keywords

Job satisfaction, Staff productivity, Librarians, Academic libraries, Performance levels

INTRODUCTION

Organisations, private and public, are set up to accomplish their own goals and objectives such as the provision of goods and services. Organisations need people of diverse backgrounds, both skilled and unskilled to exert their energies towards the accomplishment of their goals. People are the greatest single asset available to an organisation. In real terms, an organisation is people. They constitute the only asset that can work towards an organisational goal. As a result, one

major concern of employers is to attract and retain a qualified and dedicated workforce that is willing to “release its latent energy and creativity in the service of the enterprise” (Cole, 1997).

In doing so employers use a number of measures, one of which is motivation. Motivation is basically concerned with why people behave in a certain way. In general, it can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with the chosen action, often over a long period, and in the face of difficulties and problems (Mullins, 2005). Motivation can therefore be said to be at the heart of how innovative and productive things get done within an organization (Bloisi, 2003). Thus, if an organisation wants its employees to behave in a certain way to enable it accomplish its goals and objectives, that organisation needs to understand the kind of motivation that will prompt the employees to act in the required manner. Motivation, however, is not about manipulation. It is about understanding the urges and needs which prompt people to doing things and providing ways of helping them to satisfy those needs while at the same time harnesses their contribution to satisfy its (organization) needs (Hacket, 1999).

Ghana has six public universities. These are the University of Ghana-Legon, Accra, Kwame Nkrumah University of Science and Technology, Kumasi, University of Cape Coast, University for Development Studies, Tamale, University of Education, Winneba and the University of Mines and Technology, Tarkwa.

Public universities in Ghana employ three categories of staff in their libraries. The categories are senior members, senior staff and junior staff respectively. The senior members who are also known as professional librarians are holders of postgraduate qualifications in Library Studies or Information Science. In public universities in Ghana, the professional librarians perform both operational and managerial functions. Apart from the positions of the University Librarian and

Deputy University Librarian which are regarded as top positions in the Ghanaian public universities administration, professional librarians can also function as Heads of Section within their College, Faculty, Campus or Institute Libraries. This means that professional librarians are supposed to manage and supervise staff working under them at the various levels of management in their respective libraries. It is therefore imperative that this category of staff in the public universities is adequately motivated. This will help them inspire their subordinates to act in the required manner to perform optimally. The right approach to motivation of subordinates by professional librarians will no doubt enable the university libraries to accomplish their goals and objectives of providing the required information for teaching, learning, research, and knowledge dissemination.

The main objective of the study therefore is an attempt to evaluate the degree of motivation of librarians in public universities in Ghana and how it affects their performances and overall goals of their institutions.

Theoretical Framework

The study is based on the content theory of motivation. The content theory of motivation is relevant for this study because it attempts to establish the relationship between motivation and performance of librarians in public universities in Ghana.

Content Theories of Motivation

Content theories attempt to explain the specific things which actually motivate the individual at work. The theories are concerned with identifying people's needs, their relative strengths and the goals they pursue in order to satisfy their needs. The basis of these theories is the belief that the content of motivation consists of needs (Mullins, 2005). The most well known theories in this

area include Maslow's hierarchy of needs, Alderfer's need modified theory, McClelland's theory of socially acquired needs, and Herzberg's Motivation-hygiene theory.

The study therefore aims to take advantage of the content theory of motivation. One content theory (Maslow's Hierarchy of Needs) has been reviewed for the study.

LITERATURE REVIEW

Authorities have variously defined motivation. The term motivation derived from the Latin word "movere", which means "to move". Motivation is therefore defined as "those" psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed" (Kreitner 2001). On their part, Mathis and Jackson, (2002) defined motivation as "the desire within a person causing that person to act". They contend that people act for one reason: to reach a goal. Hellriegel, et. al (1992) also defined motivation as "the term used to describe the forces that cause the person to behave in specific, goal-directed manner".

The above definitions of motivation, suggest that the underlying concept of motivation is the driving force within individuals by which they attempt to achieve some goals in order to fulfil some needs or expectations. Motivation is therefore, a goal directed drive and seldom occurs in a void. Organisational success is dependent upon members being motivated to use their full talents and abilities, and being directed to perform well in the right areas. Performance is a product of both ability and level of motivation, thus performance is (ability x motivation) (Mullins, 2005).

According to Mullins (2005), a major international study by Proudfoot Consulting in the United States of America, revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, poor sense of belonging, people feeling undervalued and poorly rewarded. It is, however, worthy to note that

performance problems are not necessarily caused by low level of motivation only. Other factors like shortage of resources or lack of skills may be the cause of low productivity in an organisation.

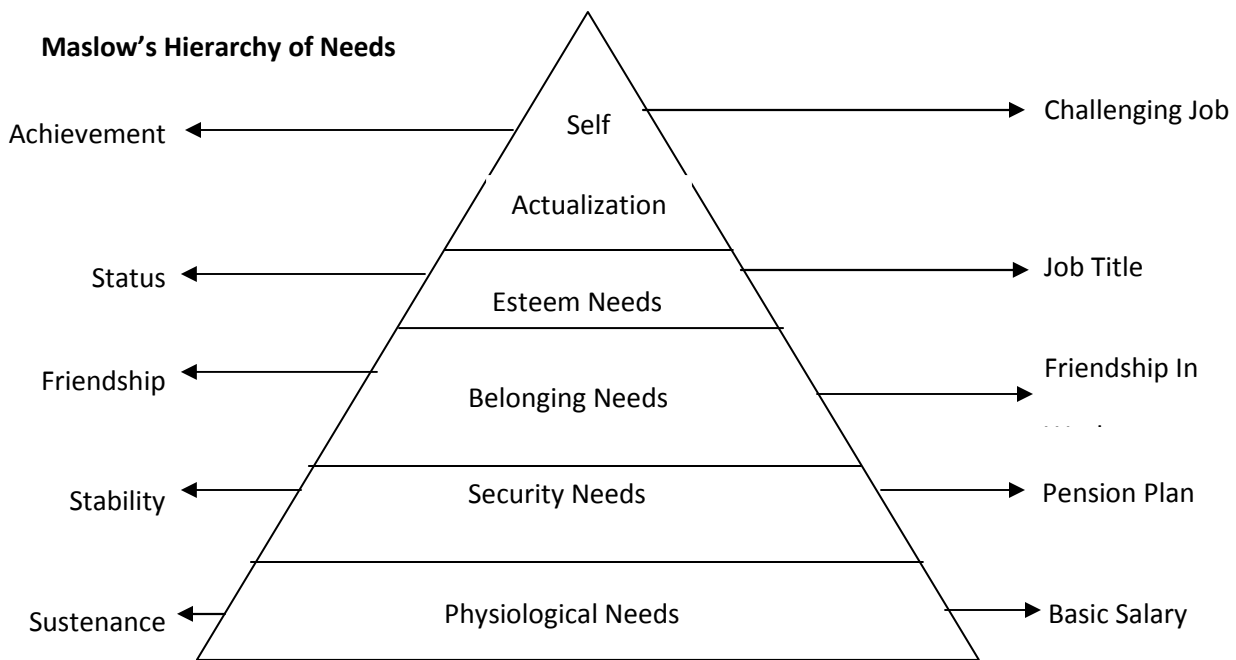
Importance of Motivation

Motivation is of enormous importance with regards to enhancing performance in any organization. Every manager strives to motivate his or her employees to greater and higher performance towards achieving organizational mission. It is the considered view of Moorhead and Griffin (1998) that Performance is dependent on three factors, namely, Ability, Environment and Motivation which can be expressed as follows: $P = M + A + E$. Ability which is the employees' skill and capacity to perform a given work, can be acquired in the case of its deficiency, through a training program or a transfer to a simpler job. Environment, which refers to the requisite physical material resources and equipment to do the job, can also be provided. However, motivation that entails a worker wanting to do the job cannot be easily provided or generalised. It requires extra effort on the part of the manager to determine what will motivate the employee to work hard enough to meet set performance levels. Thus, motivation is important in an organisation in as much as it determines performance in conjunction with ability and environment (Moorhead and Griffin, 1998).

Maslow's Hierarchy of Needs Theory

One of the best known theories of motivation is probably Maslow's Hierarchy of Needs Theory. Maslow argues that human beings with innate desires to satisfy have given set of needs. He identified five sets of needs. This is normally presented in the form of a pyramid with each level consisting of a particular class of needs as shown in fig 1.

Figure 1.



Source: Adapted from Abraham H. Maslow, "A theory of Human Motivation", Psychological Review, Vol. 50, 1943, pp 374-396

According to Maslow, the first three sets of needs in the hierarchy (Psychological, Security and Belongingness) are referred to as deficiency needs. These must be satisfied for the individual to be fundamentally comfortable. The other two sets of needs (esteem and self-actualization) relate to personal growth and development and are thus referred to as growth needs. In the opinion of Maslow, individuals work their way up the hierarchy, but each level of needs remain independent on the levels below. Thus, if one is motivated at work by the opportunity to "Self actualize and suddenly he is made redundant, the whole system collapses, as the need to feed and provide for oneself and his dependents becomes the predominant need. Although, Maslow's theory has come under criticism, it provides managers with conceptual means of understanding motivation of employees by giving a guide to an individual's needs and desires. Managers and

organisations these days take keen interest in motivation because it has effect on both employee output or performance and organisational effectiveness.

Motivation in the Ghanaian Public Sector

Motivation among employees in public service institutions in Ghana has been demonstrably low. For example, employee pay structure compensation accounts for most of the motivational problems in public service organisations in Ghana (Afarega, 2000). Employees in the public sector are unable to make ends meet. It is not uncommon to hear public service employees grumble over the inability of their salaries to sustain them beyond the second week of the month. Employees have had to resort to other income generating activities for sustenance. This adversely affects their level of motivation and commitment towards the attainment of organisational goals and objectives and ultimately their performance and productivity. This is evidenced in the frequent strike actions embarked upon by employees in the public institutions like the Ghana Health Service, Ghana Library Board and National Association of Graduate Teachers among others for better conditions of service.

The nation, as a result, has lost many professionals in the public service to the developed countries with some of the remaining employees either resigning or vacating their posts to take up more lucrative appointment in the private sector especially the banks. It is worthy to note that the country's compensation policy has led to distortions in the salary levels of the various public service institutions. As such, the situation is different in some public service institutions such as the Ghana Ports and Harbours Authority, Volta River Authority, Social Security and National Insurance Trust, among others. These organisations are motivated in terms of good remuneration, good working environment, incentives and the provision of the necessary tools for

work (Afarega, 2000). It had been the fervent hope of public sector employees in Ghana that the Single Spine Salary Structure which has been under implementation since 2010, would correct the distortions in the public service salary structure to motivate public sector workers to perform optimally.

Studies on motivation in university libraries

In their study on motivation and productivity in Abubakar Tafawa Balewa University Library in Nigeria, Antwi and Bello, (1993) using Maslows' hierarchy of needs theory as a guide, concluded that the administration of the library was successful in motivating Library Assistants to perform their duties effectively. This was largely due to the fact that the librarians in the library were very much abreast with the concept of motivation, hence their ability to motivate the Library Assistants. They however, identified some negative factors like lack of promotion and opportunities for further training and education and unfavourable conditions of service.

Afful and Antwi (2001) also found out that the University of Cape Coast Library successfully motivated its Library Assistants through good working relationship and participative management to achieve its organisational goals. They also identified lack of promotion as a factor that adversely affected the development of the Library Assistants.

Senyah (2003) came out with similar conclusion that Library Assistants in Kwame Nkrumah University of Science and Technology were adequately motivated through participative communication and good working relationship with their supervisors. He concluded that timely promotion, recognition of experience and on the job training should be given serious attention in order to improve the existing motivational level of the Library Assistants.

In their study on job satisfaction and career commitment of university librarians in Nigeria, Adio and Popoola (2010) reported that, job satisfaction has significant influence on career commitment of librarians. They suggested that, librarians in Nigerian universities should be trained in modern theory and practice of job satisfaction for them to be highly committed to their career because they lacked training in their chosen profession. They also recommended improved conditions of service through good remuneration and recognition.

Tsigilis, Koustelios and Togia (2004), asserted in their study on job satisfaction and burnout in Greek academic libraries that, librarians job satisfaction is mainly determined by their parent organisation, working conditions, supervision and the job itself. They also reported that, limited opportunities for academic advancement, unfair promotion policies and slow promotion procedures were the main cause of dissatisfaction among university librarians in Greece. They, however, found out that the relationship between job satisfaction and burnout was negative.

As stated earlier in the study, professional librarians serve as administrators and managers in the university libraries so it is imperative that they are well versed in the concept of motivation. It is the hope of the researchers that by focusing on different universities in Ghana the study would present a clear view of motivation in university libraries in Ghana.

METHODOLOGY

Professional librarians in the six state university libraries in Ghana formed the population for this study. These are the University of Ghana-Legon, Accra, Kwame Nkrumah University of Science and Technology, Kumasi, University of Cape Coast, University for Development Studies, Tamale, University of Education, Winneba and the University of Mines and Technology, Tarkwa respectively.

A questionnaire was used to gather data for the study. The questionnaire sought to identify the following variables: Employee profiles, occupation information, levels of motivation and management effort to motivate staff. Others were effect of motivation on performance, level of satisfaction of librarians and recommendations on the way forward. Both close-ended and open-ended questions were used.

A total of seventy-two (72) copies of the designed questionnaire were distributed by the researchers between September and December 2011 to professionals in the six university libraries. Sixty (60) copies were returned giving a response rate of 83%. Responses from the questionnaire were coded and processed on the computer using the Statistical Package for the Social Sciences (SPSS). Data was analyzed using simple frequencies and percentages for easy interpretation of data.

DATA ANALYSIS AND FINDINGS

Table 1 shows the respondents of the various universities which were surveyed. Out of the expected respondents of 72 librarians, 60 responses were received and analysed.

Table 1 Universities surveyed

Name of institution	Total number of Librarians	Frequency	Percentage (%)
University of Ghana	25	20	33.9
KNUST	19	19	32.2
UDS	8	7	10.2
UCEW	8	6	10.2
UCC	11	7	11.9
UMAT	1	1	1.7
Total	72	60	100

Source: Field survey, 2011

Respondents characteristics

From the data collected, there were more male librarians (43 i.e. 72%) than females (17 i.e. 28%) This shows that professional librarians in the public universities in Ghana are male dominated.

Tables 2 and 3 give statistical data about the respondents with respect to age and educational qualification.

On the distribution of age of respondents (Table 2), it was found out that majority of the respondents (53.3%) were aged between 41-50 years and 25% were aged between 51-60 years. The rationale for finding out this information was to relate this to their level of maturity and how they could adapt to situations in their environment such as conditions of service, productivity and work ethics. This clearly shows that most of the librarians are mature. Also those in this age bracket are more expectant with varied needs such as marriage, family commitment and social responsibilities.

Table 2. Age of Respondents

Age	Frequency	Percentage (%)
31-40 Years	11	18.3
41-50 Years	32	53.3
51-60 Years	15	25
Above 60 Years	2	3.4
Total	60	100

Source: Field survey, 2011

According to Table 3, 72% of respondents are MA/MLS holders, 17% have MPhil and 11% have postgraduate diploma. The reason for this is because the minimum qualification for one to be a professional Librarian in Ghana is at least a postgraduate qualification from a recognised University.

Table 3. Highest Level of Education

Level of Education	Frequency	Percentage (%)
Postgraduate Diploma	7	11
MA/MLS	43	72
MPhil	10	17
Total	60	100

Source: Field survey, 2011

Category of Librarians

Table 4 shows that, for category of Librarians, majority (66.1%) of the respondents are Assistant Librarians, 27.1% are Senior Assistant Librarians and 1.7% and 5.1% are Acting Deputy and University Librarians respectively.

Table 4 Category of Librarians

Staff Category	Frequency	Percentage (%)
Asst. Librarian	39	66.1
Senior. Asst. Librarian	16	27.1
Acting Deputy Librarian	1	1.7
University Librarian	4	5.1
Total	60	100

Source: Field survey, 2011

Years spent on current position

Respondents were asked to indicate the number of years they have spent on their current position. It was found out from Table 5 that majority of the respondents representing 75% have spent more than five (5) years on their current position. Apart from the University Librarians among this number who have reached the highest level of the profession, ideally all these people are due for promotion by the regulations governing promotion criteria in Ghanaian universities.

It can be deduced from the above observation that, either they have not satisfied the promotion criteria or there is a delayed promotion due to bureaucracy in the promotion system which can itself demoralise the affected librarians in the performance of their duties.

Table 5. Years spent on current position

Duration	Frequency	Percentage %
1-4 years	15	25
5-8 years	27	45
9-12 years	15	25
Above 12 years	3	5
Total	60	100

Source: Field survey, 2011

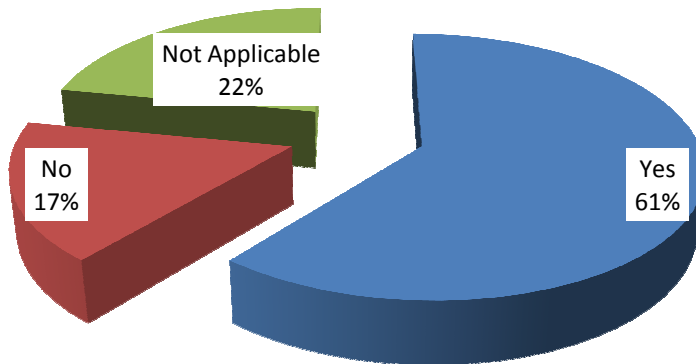
Prospects for advancement into the next grade

The questionnaire sought to know from the respondents whether there were prospects for advancement into the next grade. It was found out that 88.1% of the respondents indicated that there are prospects for promotion, while 11.9% indicated that there are no prospects. It can be deduced from Table 5 that, despite the high prospects for promotion as indicated by the respondents, majority of them have spent more than the minimum number of four years required for promotion at their current position. This buttresses our earlier assertion that there might be bureaucracy in the promotion system or the respondents have not met other criteria such as getting the required number of publications and satisfactory performance. It is interesting to note that the 11.9% who indicated that there are no prospects for promotion, have reached the highest position or were on contract.

Timely Promotion of Librarians by Management

Respondents were asked to indicate whether their promotions were effected when they were due. It is clear from figure 2 below that sixty-one percent (61%) indicated that they were promoted on time, 17% indicated their promotions were delayed whereas 22% were not due for promotion.

Figure 2 Timely Promotion of Librarians by Management



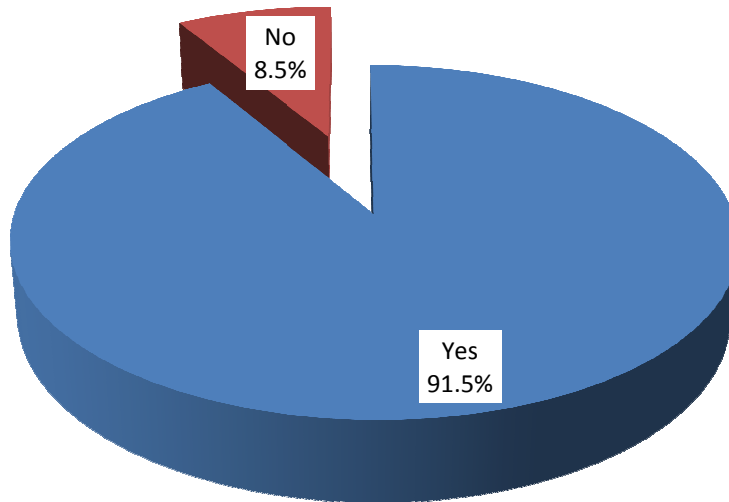
Source: Field survey, 2011

On the question of delayed promotion, the reasons given by the respondents were as following: inadequate publications, bureaucracy, Head Librarian's refusal to look for External Assessors and favouritism. In spite of these reasons, majority of the respondent 83.1% indicated that they have confidence in the promotion system, while 16.9% indicated that they do not have confidence in the promotion system. The reasons given by those who do not have confidence in the promotion system were that the criteria for promotion is not clearly spelt out in appointment letters, some assessors do not have knowledge about the nature of the library profession, the promotion criteria do not consider experience on the job, too much favouritism as well as frequent changes in the promotion criteria.

Job Satisfaction

On whether the respondents are satisfied working with their universities, as high as 91.5% of the respondents indicated yes, while 8.5% of the respondents indicated no as shown in figure 3.

Figure 3 Job satisfaction of Librarians



Source: Field survey, 2011

Those who indicated 'no' gave the reasons as follows: too much bureaucracy, favouritism, unfairness in the system, discrimination, nepotism in allocating resources, lack of transparency, resources allocated to the library are low, poor working environment and disunity among staff and fear to express one's opinion.

Comparing one's University Library with another University Library

On the issue of comparing one's library with other university libraries, it was found out that 50.8% of the respondents did compare their libraries with other institutions, while 49.2% failed to compare. Those who indicated yes, compared their libraries with the following institutions, University of Ghana (Balme Library) Kwame Nkrumah University of Science and Technology,

Library, University of Cape Coast Library, Ghana Institute of Management and Public Administration Library, Central University College Library and Council for Scientific and Industrial Research (CSIR) Libraries.

According to the respondents, the comparisons were based on the status of the librarian, facilities, condition of service (allowances and remuneration), pension benefits, unequal qualification of senior membership, professional exposure and training, opportunities for career development, work environment, and management's commitment to motivation. Making comparison to one's outcome and input and taking decisions thereafter are based on Adams equity theory of motivation (Mullins, 2005). According to Mullins, if people make comparison in relation to their performance and what they receive from their organisation is lower than their colleagues in other organisations, they may experience a feeling of inequity and are forced to choose various options like absenteeism, laziness, apathy and even resignation.

Two most important factors in the job of Librarians in Ghanaian Universities

The survey requested respondents to indicate the two most important factors in their job. It is interesting to note from Table 6 that, 45.8% rated career development as their first most important factor in their job above salary 33.9%. It is worthy to note that, on the second most important factor in the job of librarians in Ghanaian universities, pleasant environment had the highest rating of 32.2% followed by salary with 28.8%.

Table 6. Most important factors in the job of Librarians in Ghanaian Universities

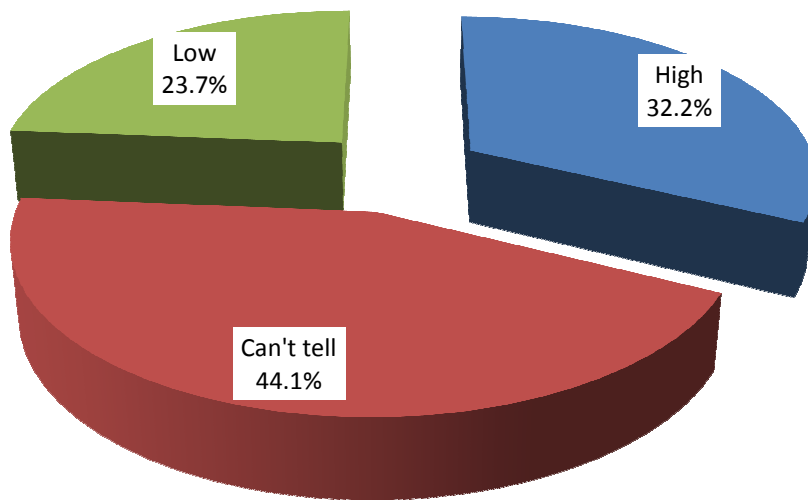
Factors	Ratings	
	1st	2nd
Independence	3(5.1%)	8(13.6%)
Gratifying work	7(11.9%)	13(22%)
Pleasant Environment	3(5.1%)	19(32.2%)
Career Development	27(45.8%)	13(22%)
Salary	20 (33.9%)	17(28.8%)

Source: Field survey, 2011

Overall motivational level of Librarians

The study attempted to ascertain the overall motivational level of Librarians in Ghanaian universities. Figure 4 shows that a significant proportion of the respondents (44.1%), do not know their motivational levels, while 32.2% and 23.7% indicated high and low motivational levels respectively.

Figure 4 overall motivational level of Librarians



Source: Field survey, 2011

Among the reasons given by those who indicated that their motivational level is high, are that: the system rewards hard work, equal conditions of service with analogous groups in the senior membership grade; enjoyment of academic status and prospects for career advancement; staff are encouraged to upgrade themselves and are made part of decision-making and finally remuneration is also rewarding. With regards to those with low motivational ratings, their reasons included the following: delay in promotion and inadequate representation on Boards and Committees; the library is not seen as a core function in the university; inadequate resources;

lack of recognition for the role of the librarian in the University set-up; and poor working environment. Those who could not tell their motivational level also indicated that librarians are professionals and have no means of measuring their motivational level. Some also indicated that they have no basis to tell whether their motivational level is high or low since they have not been in the University system for long.

Effect of Motivation on performance of Librarians in Ghanaian Universities

Respondents were asked to indicate how their level of motivation affects their performance. From Table 7 below, 47.5% of the respondents indicated that their level of motivation affects their performance positively. Further investigation revealed that, the positive effects on motivation on performance of the 47.5%, also affects the overall goals of their institutions positively. However, 23.7% indicated that their motivational level affects their performance negatively, while 28.8% could not tell whether or not their motivational level affects their performance.

Table 7 Effect of Motivation on performance

Response	Frequency	Percentage (%)
Positively	28	47.5
Negatively	14	23.7
Can't tell	17	28.8
Total	59	100.0

Source: Field survey, 2011

The positive effect of motivation on 47.5% of the respondents is a good development. However, management of the various universities should make serious effort to reverse the trend of the 28.8% of the respondents who indicated that their motivational level affects their performance negatively, since it has the potential of undermining the overall objectives of the various university libraries.

Rating of Librarians' own performance

It is interesting to note that when the respondents were asked to rate their own performance, 86.4% of them indicated that they put in their best efforts, 11.9% indicated that they were just getting along but could do more, while only 1.7% felt they were not really utilised. It is worthy to note that in spite of some reservations expressed by some of the respondents earlier in the study, 86.4% indicated that they are putting in their best effort. It is important to recognise this and at least to keep them at this level so that they do not fall into the second group of just getting along when they can do more.

Management Effort in Motivating Librarians in Ghanaian Universities

The survey requested respondents to indicate whether or not efforts were being made by management of the various universities to motivate librarians. The survey revealed that 50.8% indicated that management did not make any effort to motivate librarians, while 49.2% indicated that management is making efforts to motivate employees. Those who indicated that efforts were being made to motivate librarians gave the following reasons: librarians have the same conditions of service as lecturers and other Senior Members, they enjoy study leave with pay, fair promotions system, have opportunities to attend workshops and conferences, availability of prospects for career and professional development of staff, training opportunities and strategic plan to improve library facilities. Finally they asserted that librarians are involved in academic and administrative issues.

On the effectiveness of strategies used by management in Ghanaian public universities to motivate librarians, 81.4% indicated that the strategies were effective, while 3.4% indicated that the strategies were not effective. The remaining 15.3% could not tell whether or not the strategies were effective.

Training

On whether there are training programmes for librarians in Ghanaian public universities, all the respondents indicated that there are training programs from which they have all benefited in one way or the other. This shows that management of the various universities appreciate that career development is a big motivator for librarians

Service Benefits

The study attempted to find out if librarians enjoy some service benefits. For housing benefit, 93.2% of the respondents responded in the affirmative while 6.8% indicated that they do not receive any housing benefits. On study leave with pay outside librarianship, 91.5% indicated that they do not benefit from such a facility whereas 8.5% claimed they benefit from it. Interestingly, 98.3% of the respondents indicated that they also benefit from medical expenses refund, with only 1.7% indicating that they do not benefit from such refund.

However, further investigations revealed that 60% of the respondents indicated that these benefits are not easy to get due to bureaucracy and frustrations in the system. Furthermore, on whether the above benefits are enough to motivate staff, 74.6% of the respondents indicated that the benefits are not enough.

Whether Librarians have the intention of leaving their institutions in the near future

Respondents were further asked whether they have the intention of leaving their institutions in the near future. In response, 45.8% indicated that they have not thought of it, 44.1% indicated they have no intention of leaving, whereas 10.2% indicated that they have the intention of leaving their institutions in the near future. It is observed from the above discussion that there is not much difference between those who have not thought of leaving and those who have no intention of leaving their institutions. This shows that the institutions have the potential of

maintaining majority of their staff in the near future. However, the various institutions should endeavour to motivate their librarians and provide the necessary facilities and resources to move the 10.2% who have the intention of quitting in the near future into the category of those who want to stay put. This is because, among the main reasons they gave for their intention to quit were that there are better opportunities elsewhere, they lack exposure, workplace dynamism, teamwork and modern facilities.

CONCLUSION

The motivational level among librarians in the six public universities in Ghana, was found to be fairly high. It was also revealed that the motivational level affects majority of librarians positively. The study further revealed that majority of the librarians are young and within the middle age bracket. These categories of librarians are more expectant, with more needs such as marriage, family and social responsibilities to satisfy and thus are willing to leave one institution for another if their expectations are not met. Alternatively, if measures are implemented to motivate them to meet their expectations they could be retained and developed to constitute competitive asset for their institutions.

The study also revealed that librarians in Ghanaian public universities place much importance on intrinsic factors such as career development, study leave with pay outside librarianship as well as good salaries and fair promotion system. This confirms Maslow's Hierarchy of Needs Theory which posits that, human beings with innate desires to satisfy have given set of needs like psychological, security, esteem and self-actualization. For an individual to perform optimally, both deficiency and growth needs, as opined by Maslow, would have to be satisfied. It is therefore imperative for the various universities to evolve proactive measures to motivate their librarians to put in their best and also attract multi -skilled and hard working staff to their fold.

RECOMMENDATIONS

The following recommendations are hereby made for the improvement of the motivational systems in Ghanaian public university libraries:

- Public university libraries in Ghana should endeavour to motivate their staff through extrinsic and intrinsic factors like opportunities for career development, good remuneration and better conditions of service in order to retain them;
- Librarians should be given the opportunity to enjoy study with pay outside librarianship in order to encourage subject specialisation;
- Public university librarians in Ghana should assert their status as academics and researchers so as to complement effective teaching, learning and knowledge dissemination.
- Management of public university libraries in Ghana should acknowledge the good services rendered by librarians and reward them appropriately before they retire so as to motivate others to give of their best.
- Issues like delayed processing of application for promotion, unfair promotion system, favouritism, discrimination, lack of transparency, poor working environment and fear to express ones opinion should be given serious attention by Ghanaian public university library managements and the university authorities.

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