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INFLUENCE OF HUMAN RESOURCES MOTIVATION ON THE ATTAINMENT OF ORGANISATIONAL GOALS IN UNIVERSITY LIBRARIES, BENUE STATE

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Abstract
This study investigated the influence human resources motivation on the attainment of organizational goals in University Libraries, Benue State, Nigeria. One research question and one hypothesis guided the study. The study adopted descriptive research design. The population of the study comprised of 198 staff of university libraries under study. Structured questionnaire of four point scale titled "Influence of Motivation of Human Resources on Attainment of Organizational Goals Questionnaire (IMHRAOGQ) was used for data collection. Descriptive statistics of mean and standard deviation were used for data analysis while chi-square was used to test hypothesis at 0.05 level of significance. The finding of the study revealed that human resources motivation has significant influence on the attainment of organizational goals in University Libraries, Benue State, Nigeria. Based on the finding, the study recommended that motivation of human resources in university libraries should be given top priority.
Keywords: Influence, Motivation, Human Resources, Organizational Goals, University Libraries

Background to the Study

Organizations globally have goals they strive hard to pursue and achieve. It is the ability of these formal organizations to constantly meet or achieve their desired goals that they are able to maintain their pride of place in the ever-changing competitive age. University libraries as formal organizations attached to the university system of education have the primary objectives or goals of supporting teaching, learning and research through their varied forms of information resources (Echezona, 2013). In very specific terms, university libraries pursue objectives such as to fulfil both the needs of the instructional programmes of the parent institutions and the research needs of students, faculty staff members and other clientele outside the academic community through the collection and acquisition of knowledge based information materials.

The success of university libraries in performing their roles does not only rest on their information resources, facilities and equipment but also on the quality of their human resources (staff or workers) as manifested in their job performance. This is based on the fact that human resources of the university libraries have the responsibility of acquiring, organizing, preserving and disseminating information. By extension, human resources of university libraries have the mandate of ensuring the achievement and realization of the goals and objectives which university libraries are established for

(Abubakar, 2016).

With the conspicuous position that human resources/staff occupy in the university libraries as information industry, the zeal, passion and enthusiasm to effectively deliver will be lost completely if their motivation is not prioritized. Human resources can be motivated through monetary and non-monetary incentives in the organization to boost their willingness to work. Motivation is viewed as the action and the internal and external forces which influence a worker's choice of action. It is the degree or extent to which an individual wants and chooses to engage in certain specific behaviors (Kreither, Kinicki and Buedens, 2011). In the university libraries too, workers behavior is determined by what motivates them. Motivation is normally through incentives such as cash rewards, job securities, pension plans, insurance (both life and medical), praises, promotion opportunities, sick leave, vacations among others (Mcshane and Glinow, 2010). It is an essential tool in driving workers to feel valued and work harder.

Since every organization is made up of people, getting their cooperation, commitment, services and royalty depend on motivating them to high level of performance and ensuring that they continue to be committed to the organization to attain the organizational goals. These organizations that are able to acquire, develop, stimulate and sustain valued staff or workers will be both effective and efficient (Battu, 2018). Human resources of the library according to Uganaya and Agor (2013) when duly motivated constitute an important component of the library that translates policies of the library into action. Therefore, motivation of staff in the library determines the quality of services such library renders.

For university libraries in Benue state to attain their goals effectively and efficiently, they must according to Ogunlana and Oshinaike (2016) uphold the different functions of human resources management especially motivation among others. In their view, motivation of human resources or staff by university libraries will effectively and efficiently provide products and services aimed at supporting learning, teaching, research and community services which are the goals pursued by university libraries globally. Motivation is undoubtedly a morale boaster.

Attainment of organizational goals in university libraries has to do with ensuring soundness in teaching, learning and research through the provision of right types of human, information, material and financial resources. Staff that are duly and rightly motivated can appropriately organize all input resources such as information, material and financial to realize tangible output or productivity measured in terms of soundness in learning, teaching and research. All these set goals are achievable with the adoption of the management function of motivation in university libraries.

Statement of the Problem

The aim of any organization is to achieve its goals and objectives successfully. University libraries strive to achieve their objectives through the quality of their human

resources or staff. It is the human resources that interface between information resources and the users and are therefore critical in terms of quality of service offered. Their motivation is necessary to enhance efficiency and effectiveness for higher productivity.

It is worrisome however, that motivation is trivialized, compromised and manipulated by management of organizations. Studies conducted by HEC (2011) and Antwi (2012) have indicated that university libraries in USA, Pakistan in Asia and Ghana in west Africa have had their fair share of motivation problems. Staff do not feel motivated by organizations to contribute to organizational success.

This has become a global concern and Nigeria, Benue State and organizations within are not left out. It results to low morale and lackadaisical attitude of staff towards work. University libraries in Benue state may be hampered in their effort to deliver the core objectives of enhancing learning, teaching and research through the provision of products and services if nothing is done.

It is against this backdrop that this study is undertaken to investigate the influence of motivation of human resources on attainment of organizational goals in university libraries in Benue state Nigeria.

Research Objective

The objective of this study is to investigate the influence of motivation of human resources on attainment of organizational goals in university libraries in Benue state.

Research Question

How does motivation of human resources influence attainment of organizational goals in university libraries in Benue state?

Hypothesis

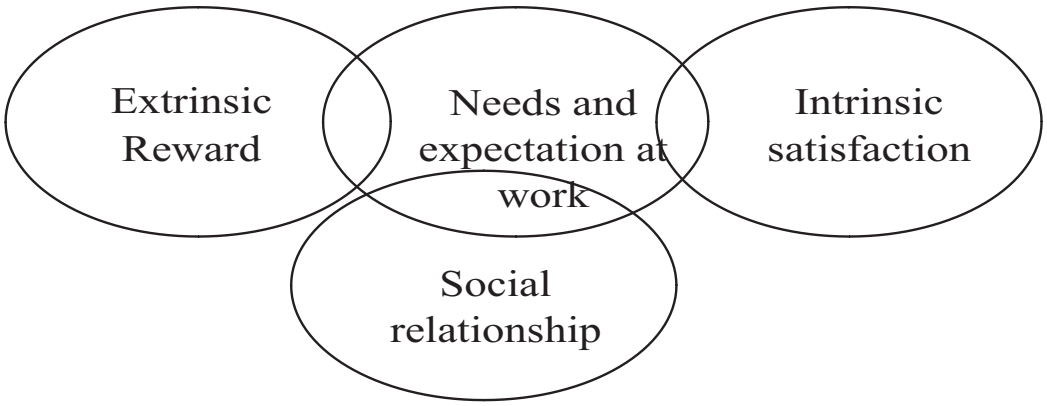
Motivation of human resources has no significant influence on attainment of organizational goals in university libraries.

Review of related Literature

The concept of motivation is variously defined by different scholars. Mitchell in Najafi and Purnajaf (2016) defined motivation as the degree or extent to which an individual wants and chooses to engage in certain specific behaviors. From the definition, motivation is seen as an individual phenomenon where one is unique. Motivation is described usually as intentional which entails that it is under the workers control and behavior. Motivation is multi-faceted, it concerns with what get people activated or aroused to work and the force of an individual to engage in the desired behavior. The concept of motivation, according to Kreitner, et'al (1999) basically has some driving force within individuals by which they attempt to achieve some goals in order to fulfil some

motivates then. Their performance is a product of both ability level and motivation as shown thus: performance = ability and motivation

Normally, staff motivation is determined by the fulfilment of the needs or expectation of staff or workers at workplace. The needs and expectations of workers cut across economic rewards, intrinsic satisfaction and social relationships. The three are the factors or determinants of motivation (Kets de vries, 2001).



Kets de Vries' Needs and Expectations of People

The three dimensional needs and expectations of staff at work according to Kets de Vries are explained as thus:

1. Economic needs Rewards: Economic rewards of staff which is what is called extrinsic motivation is related to tangible rewards such as salaries, promotion, contract of service, the work environment and condition of work. This is called instrumental motivation to work (Dalkir, 2013)
2. Intrinsic satisfaction; According to Kabaka, Gocer, Kucuksoylemox and Tuncer (2014), intrinsic satisfaction is related to psychological rewards such as the opportunity to use one's ability, personal growth and development, interest in the job, receiving appreciations, positive recognition, being treated in a caring and considerable manner. This is a personal orientation to work and is concerned with oneself
3. Social relationships: such as friendships, group working and desire for affiliation, status and dependency. This is a relational orientation to work and is concerned with other people (Othman and Nasurdin, 2014).

It's noteworthy that organizational success is dependent upon staff being motivated to use their full talents and abilities and directed to perform well in the right area.

According to Shidi (2019), Abraham Maslow's hierarchy of needs centers on motivation and personality. Maslow's basic proposition is that people are wanting beings or have insatiable needs, they always want more, and what they want depends on what ed

they already have. He suggested that human needs be arranged in a series of levels, a hierarchy of importance. According to Maslow as captured in Mullin (2005), Ochogwu (2019) and Shidi (2019), people are motivated to achieve certain needs and some needs take precedence over others. The needs are as a pyramid with the most fundamental needs at the bottom beginning with physiological needs and self-actualization at the top. The pyramidal diagram is shown below:



According to Abraham Maslow (1954), managers in modern organizations should realize that workers possess five basic needs that can help in the achievement of both goals of the workers and those of the organization.

1. Psychological needs: These are needs that relate to the normal functioning of the body such as water, dress, food, health, toilet facilities, sex among others. That until these needs are met, a significant part of the workers energy or time is spent in trying to meet these needs.
2. Security or safety needs: When the psychological needs are met, the worker will look forward to demand for security needs which include freedom from bodily harm or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness, health and wellbeing, economic disaster, security of salaries and wages
3. Love or social Needs: Once security or safety needs are met, the worker goes on to request for social needs in that organization which includes need for companionship, friendship, sense of belonging to that organization, love i.e giving and receiving love etc.
4. Esteem needs: When social needs are met, or realized, the workers in the organization go on to ask for esteem needs. These include self-respect and the esteem of others. Self-respect involves the desire for confidence, strength,

independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation.

5. Self-actualization needs: Finally, the highest level of needs is self-actualization needs. This is the desire to maximize whatever potential the worker possesses. In order words, an enabling environment will need to be created for workers in that organization to actualize their potential. According to Maslow, self-actualization is the development and realization of one's full potentials.

Ubagu, Ugannaya and Gbuushi (2020) conducted a study to determine the perceived effect of motivational strategies of promotion and work environment for job performance of library personnel of universities in Benue state, Nigeria. The research design adopted for the study was survey research. A structured questionnaire was used as instrument for data collection. The population of 223 library staff or personnel was used as sample. Data collected was analyzed using descriptive statistics of mean and standard deviation. On the other hand, inferential statistics of one way analysis of variance (ANOVA) was used to test the null hypotheses at 0.05 level of significance. The findings of the study revealed among other things that promotion of university library personnel to the next rank motivates staff and increases job performance. It further revealed that stagnated promotions kill the morale of university library personnel in discharging their duties effectively. Lastly, the findings of the study revealed that job performance of university library personnel is enhanced where there are well equipped ICT gadgets, proper lighting system, conducive and moderate temperature, serene atmosphere, special library environment, provision of ventilated library environment and installation of functional air-conditioning systems. The study recommended that work environment of university libraries in Benue state should be made conducive through adequate equipped and well ventilated space, ICT gadgets such as computers, internet connectivity for enhanced job performance. This study is related with the present study because both of them focused on the influence or effect motivation for enhancement of productivity or attainment of organizational goals.

Research Methodology

This study adopted descriptive survey design. The study was carried out in Benue state, Nigeria covering three university libraries. These universities were Benue state university, Makurdi, Joseph Sarwuan Tarka University, Makurdi and University of Mkar, Mkar. Federal university of health sciences Otukpo was not considered because it is still at the very nascent stage. The population of the study comprised 198 staff from the university libraries. Census method was adopted since the entire population was used for the study because it was small and manageable.

The instrument for data collection was a self- structured questionnaire titled "Influence of Motivation of Human Resources on Attainment of Organizational Goals Questionnaire (IMHRAOGQ). The instrument had eight (8) items. It was a four point

rating scale with the response mode of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) =1. It was used to elicit responses on the influence of motivation of human resources on attainment of organizational goals in university libraries. Data collected was analyzed using descriptive statistics mean and standard deviation to answer research question while chi square (x^2) was used to test the hypothesis at 0.05 level of significance.

Data Analysis
Research Question

How does motivation of human resources influence attainment of organizational goals in university libraries?

Table 1: Mean Ratings and Standard Deviation of the Influence of Motivation of Human Resources on Attainment of Organizational Goals in University Libraries.

S/N	Item	N	SA	A	D	SD	$\bar{x}$	*SD*	Remark
1	A conducive office with facilities such as fans, air-conditioners make staff to put in their best	184	130	48	4	2	3.66	0.58	Agree
2	Regular promotion of staff encourages hard work for organizational goals attainment	184	153	31	0	0	3.83	0.38	Agree
3	Prompt payment of salaries ignites staff spirit to work harder for higher productivity	184	146	35	1	2	3.77	0.51	Agree
4	Carrying staff along by the management does not encourage them to work harder for the organization	184	14	21	86	63	1.92	0.87	Disagree
5	Staff perform optimally when they are rewarded for good work in the library	184	120	62	2	0	3.64	0.50	Agree
6	Staff are encouraged to work hard when their fringe benefits are paid as at when due	184	138	41	4	1	3.72	0.51	Agree
7	Staff work harder when friendship and team work are encouraged in an organization	184	128	42	9	5	3.59	0.71	Agree
8	Prizes and award for excellence for exceptional performance are morale boosters for higher productivity	184	120	60	4	0	3.63	0.53	Agree
	Cluster Mean/Standard Deviation	**184**					**3.47**	**0.57**	**Agree**

Source: *Fieldwork, 2023*

Table 1 showed that items 1-8 had mean scores of 3.66, 3.83, 3.77, 1.92, 3.64, 3.72, 3.59 and 3.63 with corresponding standard deviations of 0.58, 0.38, 0.51, 0.87, 0.50, 0.51,

0.71 and 0.53 respectively. Based on the boundary criteria for decision making, it means that the mean scores for items 1, 2, 3, 5, 6, 7 and 8 were above the cut-off point of 2.50. Item 4 had a mean score below the cut-off point of 2.50. This means that respondents agreed that conducive office, regular promotion, prompt payment of salaries, reward for good work, payment of fringe benefits, friendship and team work as well as giving of prizes and award influence attainment of organizational goals in university libraries. Respondents on the contrary, disagreed with the statement that carrying staff along by the management does not encourage them to work harder for the organization. The cluster mean of 3.47 with standard deviation of 0.57 was also above the cut-off point of 2.50. This implies that motivation of human resources has significant influence on attainment of organizational goals in university libraries.

Hypothesis

Motivation of human resources has no significant influence on attainment of organizational goals in university libraries in Benue state

Table 2: Chi-Square (x^2)test of the influence of staff motivation on attainment of organizational goals in university Libraries

Opinions	Obs. N	Exp. N	Level of Sign.	Df	X²cal.	p-value	Decision
SD	2	46.0					
D	4	46.0					
A	48	46.0	0.05	3	175.11	0.00	Sig.
SA	130	46.0					
Total	**184**						

Table 2 reveals that x^2cal = 175.11, df = 3, and p = 0.00. Since the p-value of 0.00 is less than the set alpha value of 0.05 ($p<0.05$) at 3 degree of freedom, the null hypothesis which states that Staff Motivation has no significant influence on attainment of organizational goals in university libraries in Benue State was therefore, not accepted. This implies that staff Motivation has significant influence on attainment of organizational goals in university libraries in Benue State.

Discussion of Findings

The following findings were presented based on the analysis of the research question and testing of the hypothesis of the study.

The finding of the study revealed that motivation of human resources has significant influence on attainment of organizational goals in university libraries. The finding collaborated with that of Ubagu, Uganneya and Gbuushi (2020) who found that job performance of university library personnel is enhanced when there are well rary

equipped ICT gadgets, proper lighting system, conducive and moderate temperature, serene atmosphere, special library environment, provision of ventilated library environment and installation of functional air- conditioning systems. They also indicated that the promotion of university library personnel to the next rank motivates them to work and meet the expectation of their present status

Conclusion

Based on the finding of the study, the researcher drew conclusion that staff motivation through the provision of conducive working environment, prompt payment of salaries, leave grants, study leave among others positively influence attainment of organizational goals in university libraries

Recommendation

Based on the finding of the study, the researchers made this recommendation:

1. The management of university libraries should provide conducive working environment for all staff to serve as motivation. This can be done through the installation of air-conditioners, fans and befitting offices, and that staff promotion should be given top priority.

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