

## **Payment of Salaries and work attitude of Library Staff in Tertiary Institutions in Cross River State, Nigeria**

By

**Tanne, Okim Takim**  
**+2348034473301**

**Department of Library and Information Science**  
**Faculty of Education,**  
**University of Calabar**  
**Calabar-Nigeria**

### ***Abstract***

*This study examined payment of salaries and work attitude of library staff in tertiary institutions in Cross River State, Nigeria. One research question and one hypothesis was formulated for the study. Conceptual, empirical and theoretical review was carried out accordingly. The study adopted the ex-post facto research design using the total population (census) for the study. The instrument used for the study was a five (5) item questionnaire on payment of salaries and library staff work attitude (PSLSWA) designed by the researcher. Independent t-test analysis was the statistical tool used to test the hypothesis at .05 level of significance. The finding revealed that payment of salaries was seen to significantly influence work attitude of library staff. It was also recommended among others that: Library staff should be adequately motivated through regular payment of salaries in order to improve their work attitude.*

**Keywords:** *Payment of salaries, Work attitude, Staff, Motivation, Employees, Performance*

### **Introduction**

Libraries all over the world are established to achieve specific goals and objectives and that is why it is important to note that the effectiveness of a library does not depend entirely on the collection of information resources and facilities therein, but also on the level of utilization of available resources. This is imperative because the value of library lies on the satisfaction derived by its users. For a library to achieve satisfaction for its users, it requires a positively disposed work force that will organise available collection by creating access points to resources and to guide users appropriately. This is where workers attitude come to play in ensuring users satisfaction or otherwise. Attitudes are inclinations and feelings, prejudices or bias, preconceived notions, ideas and convictions about any specific topic. Attitudes represent the conceptual value of these services in the minds of the users, not the value or services themselves, positive attitudes are fundamental in utilization of services. Some library staff may perceive their work negatively whereas others may attach positive attributes to them.

Payment of salaries, according to Adelabu (2003), has been the biggest motivational issue for staff all over the country in recent times. But if salaries are being paid to workers on regular basis, their attitude to work will be positive and this can increase productivity. Furthermore money acquires much importance and recognition as a result of its perceived possibility of being an instrument for obtaining other desired outcome including work attitude of library staff. The library is a service oriented agency that seeks the satisfaction of users above every other consideration. This can only be achieved if the workers align their attitude to this objective. The work environment could pose some challenges to workers, but management could use prompt payment of salaries to tune workers attitude positively.

### **Purpose of the study**

The purpose of this study is to examine payment of salaries and work attitude of library staff in tertiary institutions of Cross River State, Nigeria

### **Research Question**

To what extent does payment of salaries influence work attitude of library staff in tertiary institution in Cross River State?

### **Statement of hypothesis**

There is no significant influence of payment of salaries and work attitude of library staff in tertiary institutions in Cross River State.

### **Literature review**

Payment of salaries could be seen as payment of staff salaries at the end of the month or week as the case may be. People work to earn salaries and this is so because as humans we need to meet some personal and domestic needs such as clothing, feeding, payment of house rents and school fees among others. Therefore, salaries have a large motivating tendency in it, and emphasis is not just on the increase, but on the payment of the salaries. It is also believed that man is an economic being, whose attitude to work can only be influenced by money.

Kayode and Yarie, (2016) conducted a study on the influence of extrinsic reward on intrinsic motivation and performance of library staff of Federal College of Education Zaria. The study was a purely survey research, and data collected on the field were analyzed using simple frequency count and percentages. The major finding of the study was that payment of salaries constitute the most important or vital motivator among library staff. The study also highlights the instrumental effect linking payment of salaries to performance. Similarly, Olubusayo, Stephen and Maxwell (2014), in their study on incentive packages and employee's attitude to work, which a descriptive research method was adopted using 120 valid questionnaire. Data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The result showed that strong relationship exist between payment of salaries and employee's attitude to work.

Financial reward inform of salaries enhances instructional effectiveness consequently positive work attitude and efficiency among library staff. Durosaro (2002) aptly looks at motivation as the drive or intrinsic force within the human organism that makes him want to contribute positively towards the achievement of an organizational goal. It is strongly believed that motivation of library staff through payment of salaries leads to job satisfaction of library staff and this could also change their work attitude. Moreso, Yusuf (2000) opined that motivation was positively and significantly related to library staff work attitude.

In the words of Ogunsaju (2006), people are motivated by what they consider to be rewarding of their tasks. Therefore, an organization needs to create an atmosphere that is conducive for better performance. And for the goal to further be achieved, you must use monetary rewards like salaries and a comfortable working environment to motivate employees. Also as opined by Ezueso (2001), both the library organizations and the staff stand to gain when the conditions are such that will maintain the mental and physical health of the library staff and make them comfortable in their research work.

The success and the survival of any organization such as the library are determined by the way the staff are remunerated and rewarded (Lawler, 2003). This reward system and motivating incentives will determine the level of employee commitment and their attitude to work. As noted by Dixit and Bhati (2012), poor incentives packages have been a major factor affecting library staff commitment and their work attitude. However, for any organization to achieve its objectives in any competitive society, employers of labour must have a thorough understanding of what drives the employees to perform efficiently and reward them accordingly (Mueller, 2011). Besides, employees according to Armstrong (2007), must be motivated through payment of salaries and reward systems as this will invariably encourage them to be proactive and have the right attitude to work, thereby promote organizational output. However, in a highly dynamic organization, incentives like prompt payment of salaries strategy is adopted by employers of labour to ensure that the best brains are retained in the best interest of the organization (Nelson, 2003). Consequently, library staff attitude can only be enhanced if they are well motivated through adequate incentive packages that are proportional to their performance (Mark, 2011).

Meanwhile to avoid wrong perception and controversy by the employees reward system must be clearly communicated to staff with job measurement which will drive the much needed motivational drive of the staff (Hartman, 2011). Payment of salaries propels and influences library staff attitude to work and as well stimulate understanding between the employer and the staff which will consequently cumulate into unprecedented performance for both the employees and the library organization (Barbara, 2003). Library staff work attitude and performance are largely influenced by incentive packages like (prompt payment of salaries) or reward system put in place by the library or organization (Osibanjo, 2012).

Payment of salaries have been found to be one of the means through which organization like the library can adopt to influence and increase their staff work attitude. There are many studies in the literature which examine the influence of payment of salaries on workers attitude: Al-Nsour (2012), Pinar (2008), Arnolds and Venter (2007), Kaya (2007) and Sezen (2002). Meanwhile, incentives such as payment of salaries are designed to get the maximum performance from the staff and help them retain the right attitude to work among them (Arnold, 2013). An organization such as the library can consider a variety of ways to reward her staff for their work performance, though the organization also needs to consider using the best employee incentives to get the desired results. Incentives are instrumental direct towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any given task (Condly, 2003).

Employees could be intrinsically or extrinsically motivated. Intrinsic motivation is an inward drive coming from within the person which makes him or her to work effectively and efficiently towards the realization of organizational goal (Ryan & Deci, 2000). On the other hand, extrinsic motivation exists when behaviour is performed to attain externally administered incentives. Extrinsic motivation is related to “tangible” incentives such as wages and salaries, fringe benefits, cash bonuses security promotion, wall plagues, free dinner or more tickets etc (Pattanayak, 2005).

Udumoh (2004) contended that payment of salaries of library staff is paramount in encouraging staff work attitude. It is common to find library staff embark on industrial action for reason related to irregular salary payment. According to the author, though library staff are among the least paid workers in our society, their expectation is that one day their plight in salary payment will be looked into and something better would be done to avert their sufferings.

But that what gets them more confused is that irrespective of their meager salaries, there is still delay in payment.

Asanye (2007) conducted a study on library staff motivation and work attitude in Uyo Local Government Area of Akwa Ibom State. The survey research design was adopted for the study. A sample of 200 respondents were used. Data collected from respondents were analyzed using simple percentage (%). The data analyzed revealed that 120 respondents representing (60%) agreed that irregular payment of library staff salaries is responsible for their poor work attitude in academic libraries in the State. The remaining respondents, representing (40%) responded that other factors are responsible for staff poor work attitude. From the foregoing library staff salaries is responsible for their poor attitude in their work place.

**Methodology**

The research design adopted for the study is the survey research design. The population of the study comprises all library staff in public (government owned) tertiary institutions summing up to four hundred and two (402). In view of the relative small size of the population, sampling was not done. The whole population was studied. Questionnaire titled: Payment of salaries and workers attitude was employed by the researcher to gather relevant information for this study. The instrument is made up of two sections: A and B. Section A elicited personal background information from the respondents with items like name of school, designation, status among others. Section B of the instrument was organized in five sub-scales A – E. Each sub-scale is made up of five (5) items. The scale responses were scaled from Strongly Agree, Agree, Strongly Disagree and Disagree as a scoring scale of the 4 points to 1 point for positive items and vice versa for negative items. Data analysis was done and tested at 0.05 level of significance with the use of Statistical Package for Social Sciences (SPSS).

**Finding**

The hypothesis stated that payment of salaries do not significantly influence library staff work attitude in tertiary institutions. The independent variable in this hypothesis is payment of salaries and is categorised into two groups (regular and irregular) while the dependent variable is library staff work attitude. Independent t-test statistics was used to test this hypothesis at 0.05 level of significance and the result is presented in Table 1.

Table 1 reveals that, library staff who enjoy regular payment of salary significantly differ from library staff who do not, based on their work attitude. This is because the calculated t-value of  $t(385) = 3.275$  was greater than the critical t-value of 1.96 at  $p < .05$ . This result implied that, the null hypothesis which states that, payment of salary does not significantly influence library staff work attitude in tertiary institutions is rejected while the alternate hypothesis is upheld. On average, library staff who enjoyed regular payment of salary possess higher mean value ( $X = 15.63, p < .05$ ) which is an indicator of better work attitude than library staff who experienced irregular payment of salary ( $X = 13.46; p < .05$ ).

**TABLE 1**  
 Independent t-test of payment of salary and library staff work attitude

Grouping variable	Df	N	Mean	SD	t-value	Sig.
Regular	385	222	15.63	8.32	3.275	.001*
Irregular		165	13.46	2.11		

\*significant at 0.05; df = 385; critical t-value 1.96

### **Discussion of finding**

The result of the finding shows that library staff who enjoy regular payment of salary significantly differ from library staff who do not, based on their work attitude. This is because the calculated t-value of 3.275 was greater than the critical t-value of 1.96 at .05 level of significance with (385) degree of freedom. This result implies that, the null hypothesis which states that payment of salary does not significantly influence library staff work attitude in tertiary institutions is rejected while the alternate hypothesis is upheld.

The finding is in line with the studies of Kayode and Yarie (2016) who investigated the influence of extrinsic reward on intrinsic motivation and performance of library staff of Federal College of Education Zaria. The findings showed that payment of salaries constitute the most important or vital motivator among library staff. Similarly, Olubusayo, Stephen and Maxwell (2014) study on incentive packages and employee's attitude to work, showed that strong relationship exists between payment of salaries and employee's attitude to work.

The result also agrees with Asanye (2007) study on library staff motivation and work attitude in Uyo local government area of Akwa Ibom State. The data analysed revealed that 120 respondents representing (60%) agreed that irregular payment of library staff salaries is responsible for their poor work attitude in academic libraries in the state. Although the remaining respondents, representing (40%) responded that other factors are responsible, library staff salaries is responsible for their poor attitude in their work place. In consonance with this, Udoumoh (2004) also contended that payment of salaries of library staff is paramount in encouraging staff work attitude. And that it is common to find library staff embarks on industrial action for reason related to irregular salary payment.

### **Conclusion**

Based on the statistics of the formulated hypothesis which guided the study, it was clearly shown that the findings from the data analysed, that payment of salaries significantly influence library staff work attitude in tertiary institutions in Cross River State, Nigeria. The finding of this study agrees and links with the theories used in the study.

### **Recommendations**

Based on the findings of the study, it was recommended that Library staff should be adequately motivated through regular payment of salaries in order to improve their work attitude.

### **References**

- Adelabu, M. A. (2003). Motivation and communication strategies and their application in primary school supervision". In (A. Ajayi, and A. Olayisade, (eds.)). *Education quality assurance: Ekiti State SPEB initiative*, Ibadan, Gabesther. Educational Publishing Coy.
- Akinwumi, F. S. (2000). *Impact of motivation and supervision on teacher productivity in secondary schools in Oyo State, Nigeria*. Lagos: University Press
- Al-Nsour, M. (2012). Relationship between incentives and organizational performance for employees in the Jordanian universities. *International Journal of Business and Management*, 7(1), 78-89.
- Armstrong, M. (2007). *Employees' reward management and practice*. London and Philadelphia: Kogan Page.
- Arnolds, C. & Venter, D. (2007). The strategic importance of motivational rewards for lower-level employees in the manufacturing and retailing industries. *South Africa Journal of Industrial Psychology*, 33(3), 15-23.

- Barbara, B. B. (2003). Employee's organizational commitment and their perception of supervisors relations-oriented and task-oriented leadership behaviours. Ph.D Dissertation Unpublished.
- Condly, G. A. (2003). *Management: Theory and Practice* (6<sup>th</sup> Ed), USA: Book Power/ELST.
- Dixit, V. & Bhati, J. (2012). A study about employee commitment and its impact on sustained productivity in India Auto-component industry. *European Journal of Business and Social Sciences*, 1(6), 44 - 45.
- Durosaro, Y. A. (2002). Teachers' remuneration condition of service, job performance attitude to work and job performance in selected secondary schools in Lagos State. Ph.D. Dissertation unpublished.
- Ezeuso, U. D. (2001). A decision making style: A new approach to management decision making. In H. Copper, (Ed). *Behavioural problem in organizations*. Englewood Cliffs: Prentice-Hall.
- Hartman, D. (2011). Types of finance, rewards ehow money: [www.eHowmoney.com](http://www.eHowmoney.com)
- Kaya, N. (2007). Territoriality: seat preferences in different types of classroom arrangements. *Environment and Behaviour*, 39(6), 859-876.
- Kayode, A. & Yarie, E. (2016). An Assessment of the influence of extrinsic motivation and performance of library staff. *Arabian Journal of Business and Management Review*, 6(4), 43-48.
- Mark, S. B. (2011). *Academic achievement of children in single parent*. Homes: Western Michican University.
- Mueller, G. (2011). Work-related behavior and experience patterns of nurses. *International Nursing Review* 59, 88-93.
- Nelson, B. (2003). Money is not the root of all motivation. *Health Care Registrar*, 12(10), 7-9.
- Ogunsaju, T. O. (2006). Human capital management for effective cooperation government. Paper presented at a workshop titled: Cooperate government for sustainable national development, April 2006.
- Olubusayo, H. F., Stephen, A. I. & Maxwell, O. (2014). In-centric packages and employees' attitude to work. *International Journal of Research in Business and Social Sciences*, 3(1), 2147-4478.
- Olubusayo, H. F., Stephen, A. I. & Maxwell, O. (2014). In-centric packages and employees' attitude to work. *International Journal of Research in Business and Social Sciences*, 3(1), 2147-4478.
- Osibanjo, A. O., Abiodun, A. J. & Fadughba, A. O. (2012). Executive perception of the impact of flexitive on organizational performance: evidence from the Nigeria private sector. *International Journal of Applied Behavioural Economics (IJABE)*, 1(3).
- Pattanayale, B. (2005). *Human resource management*. Prentice-Hall of India Pvt. Ltd.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55, 68 - 78.
- Udoumoh, C. N. (2004). The effect of library policies on overdue materials in university libraries in the South-South Zone Nigeria.