

**Employee Motivation and Job Satisfaction in Academic Libraries in Ghana: A  
Comparative Study of Sam Jonah and Osagyefo Libraries**

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## **ABSTRACT**

This study compared the extent to which employee motivation and job satisfaction promote productivity among the staff of Sam Jonah and Osagyefo libraries. The study used a cross-sectional survey design. Census sampling and a questionnaire were used to collect data from 184 library staff of both Sam Jonah and Osagyefo libraries in Ghana based on the objectives identified. The study revealed that hygiene factors such as salary, working conditions, supervision, policies, interpersonal relation, security, and fringe benefits could serve as determinants of job satisfaction of staff of Sam Jonah and Osagyefo libraries. Also, motivation was identified to be a factor that contributes to employees' job satisfaction of staff of both libraries. The study recommends that the management of the two libraries should focus on the non-financial issues related to motivation such as occupational safety and security. Moreover, special cognizance should be given to different staff categories in these institutions and their preferred motivational conditions.

**Keywords:** Motivation, Job satisfaction, Library staff, Academic Library, Sam Jonah Library, Osagyefo Library

## INTRODUCTION

Employees constitute an essential resource for every organization. Throughout the world, countless organizations depend largely on the services of employees to achieve organizational goals. Libraries, just like any other organization, require the services of employees. Just as employers are particular about ensuring the input of employees to achieve their goals, it is equally important that the conditions of work of employees are favorable enough to ensure responsive inputs. In other words, it is imperative to motivate employees to put in more effort at work. The term motivation is principally a derivative of the expression “motive” (Chaudhary & Sharma, 2012). The expression “motive” connotes the desires, needs, and wishes of a group of individuals. Therefore employee motivation should be geared towards encouraging employees to achieve set organizational goals through the provision of monetary and non-monetary incentives (Chaudhary & Sharma, 2012).

According to Herzberg (1966), hygiene factors characterize the work environment. They are those job factors that are necessary for the motivation required to thrive in the workplace. “The hygiene factors help to prevent employees from being displeased with the condition of work; extrinsic to work and describe the job environment. Hygiene factors are required to avoid dissatisfaction” (Herzberg, 1966, p. 12). Herzberg listed factors like policies, interpersonal relation, salary, quality of supervision, security, and working conditions as examples of hygiene factors.

Job satisfaction according to Anand (2018) “is how employees report to work and execute their duties without explicit instruction from a superior” (p. 43). Numerous elements affect the levels of job satisfaction experienced by specialists. Some of these levels of job satisfaction are satisfaction within the organisation, satisfaction embedded in the activities themselves, satisfaction due to the workers’ character, and identity. Job satisfaction can be stated by a lot of factors such as the nature of employee connections to their managers, level of gratification with their workplace, and the sort of physical environment in which they carry out their jobs (Ali et al., 2016).

Academic libraries are set out to offer quality services for their clients. This quality of service is deeply contingent on the library workforces who, to an expansive degree, work with the clients when they are in to use the library resources (Lawson, 2018). In a similar vein, the attitudes of library staff toward work are largely dependent on their motivation and satisfaction (Ajie et al., 2015). The employees in academic libraries are usually divided into professional and non-professional categories, with each of these categories requiring different motivational packages (Finck & Timmers, 1998). Earlier works have highlighted motivation as having a direct effect on employee job satisfaction (Moynihan & Pandey, 2007; Tella et al., 2007; Agho et al., 1993). That is to say, there exists a direct relationship between employee motivation and job satisfaction.

## **Statement of the Problem**

Job satisfaction is a vital element in maintaining high levels of employees commitment; correlating with increased productivity, efficiency, and growth. The level of motivation and job satisfaction among employees, especially staff of academic libraries, are crucial factors in higher learning institutions (Robbins & Judge, 2009). When employees are sufficiently motivated, they become devoted to duty and this leads to higher productivity and efficiency (Yusuf, 2015). Conversely, employees whose needs are not met by their organizations develop a sense of dissatisfaction which results in lower performance in the workplace (Lussier, 2005).

As a result of the recognition by employers and the correlation between motivation and job satisfaction, many employers, especially in institutions of higher learning, have devised various ways of motivating their employees such as best worker awards, end of service benefits, and payment of allowances and study leave with scholarships, as some of these benefits. Despite the impact of employee motivation on job satisfaction, many employers continue to have challenges in providing motivational packages to meet the needs and satisfaction of their employees.

Informal interaction with some employees of the study areas revealed that the morale of staff at Sam Jonah and Osagyefo libraries has been low among a certain category of staff which conforms to the assertion made by Tachie-Donkor et al. (2016) that motivation of library staff in the University of Cape Coast has not been given the needed attention. In a similar study, Afful-Broni (2012) comments that even though there are motivation schemes in universities, it is not equitably enjoyed by all categories of staff. Siamuzwe (2012) also found that motivation among employees in public libraries has been demonstrably low.

It is against this backdrop that this study seeks to compare the effect of hygiene and motivational factors on job satisfaction of two public university libraries which are the University of Cape Coast and the University of Education, Winneba.

## **Objectives of the Study**

The study aimed to:

1. Assess the impact of hygiene factors on job satisfaction in both Sam Jonah and Osagyefo libraries.
2. Assess the impact of motivational factors on job satisfaction in both Sam Jonah and Osagyefo libraries.
3. Determine the relationship between employee motivation and job satisfaction in both libraries.

## **LITERATURE REVIEW**

### **Concept of motivation**

Motivation was derived from the Latin word “movere” which means “to move” (Rajput et al., 2011); it is explained as the desire to demonstrate behavior and reflect a willingness to expand the effort. To motivate is “to provide with a motive” while “motivation is the act or process of motivating” (p. 256). It is, therefore, the execution or processes involved in giving one’s opinion on an issue that causes one to cover some achievement.

According to Chintaloo & Mahadeo (2013), motivation is the desire which drives individuals to achieve some goals to fulfill some needs and expectation. This definition was highlighted by Kamalian et al. (2010) who defined motivation as “a set of courses concerned with a kind of strength that boosts performance and directs towards achieving some definite targets” (p. 168). As indicated by Lai (2011), motivation refers to those elements that trigger conduct that is described by enthusiasm and volition. Intrinsic motivation comes from a person’s gratification, intrigue, or delight, while extrinsic motivation is administered by fortification possibilities. Besides, Lai (2011) expressed that motivation needs also have to do with a gathering of resolutely related convictions, observations, qualities, interests, and activities. He underlined that motivation restrained in people and has a propensity to differ across various areas of knowledge, and this area specificity increases with age.

Customarily, educators regard intrinsic motivation as more desirable and efficient than extrinsic motivation. Robbins and DeCenzo (2008) see motivation as the desire to put in more energy to achieve organizational objectives, conditioned by the efforts and ability to satisfy the needs of employees. They established motivation to be a function of effort, organizational goals, and needs.

### **Theories of motivation**

Extensive studies on human motivation by psychologists have introduced several theories about motivation in general. Competing theories that try to explain the nature of motivation have also been introduced. These theories are substantially true, and they all facilitate the explanation of the behavior of certain people at certain times. The theories on motivation are generally arranged into two content theories and process theories.

Content theories clarify the things, which inspire the individual to work. These theories make people worry about distinguishing the requirements of individuals, their relative quality, and the objectives they seek after to fulfill these necessities (Lawson, 2018). Content theories underscore

what motivates people. Maslow's hierarchy of needs and Herzberg's two-factor theories fall under the heading of content theories.

Process theories distinguish the connection among the evolving issues which make up motivation. These theories make people concerned with how conduct is started, coordinated, and supported. Process theories put a need on the genuine procedure of motivation. According to Shashi & Rosy (2008), Adam's Equity Theory and Expectancy Theories would also be considered as process theories.

**Maslow's hierarchy of needs:** Maslow (1954) established a hierarchy of needs that move progressively from the lower level needs to a high level of awareness and actualization. "The 'inspiration to work' circulated by Maslow most likely outfitted the domain of hierarchical conduct and administration with the new standpoint of employees' performances and seeing how people are motivated" (p. 22). Most likely, the best-known conceptualization of human needs in any organization has been recommended by Maslow's theory. Maslow presented his theory based on an individual judgment which was known as the Need Hierarchy Theory.

**Reinforcement theory:** According to Venugopal (2007), reinforcement theory applies the behaviorist learning theories to motivation. He attested that while cognitive theories like Maslow's Need Hierarchy contends that internal needs prompt behavior, reinforcement theory expresses that outer outcomes tend to decide behavior. It disregards the inward condition of the needs of the person. The reinforcement theory suggests that human conduct can be clarified as far as the past positive or negative results of that behavior. This theory is genuinely a behavioristic approach where one can see that reinforcement conditions behavior. The repetitive behavior that individuals have become accustomed to will create desirable results.

**Equity theory:** As indicated by Venugopal (2008), this theory expresses that equity happens when the proportion of a person's result to his data sources breaks even with the proportion of someone else's yield to inputs. Inequity happens when a man perceives that the proportion of his results to inputs and the proportion of an important individual's results to inputs are unequal. Here, the data sources (training, economic well-being, capabilities, age, hierarchical positions) and yields (rewards, for example, pay, advancement, the inherent enthusiasm for the activity) depend on the individual's perception.

### **Motivation in academic libraries**

Bamgbose & Ladipo (2017) indicated that numerous motivations in academic libraries recur almost every time. Some examples of such motivations include employer stability, wages, and compensation, relationship with colleagues, staff evaluation, monetary motivating forces, and reward (for phenomenal execution). They established that library managers have noticed a trend in the library profession: that trend is motivation. According to them, motivation has improved

the spirit of workers, in that workers can ideally execute their jobs in the library without any hesitation. They also reiterated that the new spirit of workers toward their job is a result of the several strategies of motivation designed to inspire workers at the workplace.

The effect of motivation on worker performance and productivity include the motivation of employees with organizational objectives, high level of job satisfaction among staff of all categories, and improvement in staff attitude towards work. Other effects of motivation, such as overall job performance and productivity, improved staff skills and knowledge, quality of service to the users, and improved efficiency in service delivery were improved while they reduce the level of staff turnover (leaving the present occupation for another), and impacted representatives to add to the organization's viability and get the best out of them.

Tella et al. (2007) noticed that it is a step in the right direction for library administration to meet the demands of their personnel to the influence of motivation on scholastic library personnel execution and efficiency in Lagos, Nigeria. Their study showed that 45 personnel reinforce their inspiration, fulfillment, and pledge to limit turnover, and that the library's administration team should focus on enhancing the states of administration for the library workforce. On the other hand, problems of motivation in the chosen academic libraries usually occur. The study demonstrated that numerous staff members were indeterminate about the eventual fate of their profession; there was no responsibility on the part of senior staff, and an absence of aggregate duty by staff to the association, in addition to a poor authoritative climate.

The findings confirmed numerous different past investigations, for example, Allner (2008), expressed that examples of poor administrative initiative make low confidence, poor authoritative climate, doubt towards administrators among subordinates, low efficiency, absence of collaboration, and absence of agreement assembling and shared objectives. Staninger (2012) along these lines cautioned that unwillingness to include partners in basic leadership might be a solid sign of inadequate administration. Library partners are those that have an enthusiasm for the productive and viable activities of the library.

### **Impact of hygiene (extrinsic factors) on job satisfaction**

Tan & Waheed (2011) indicated that employees put more prominent accentuation on cleanliness factors than sparks, specifically, working conditions, cash factors, and friends' arrangements. Their discoveries propose that any association that intends to get ready for a reward plan may need to take these three critical motivational components into thought and organize them over other motivational factors as these factors will enhance the activity fulfillment of sales representatives and in the end specialists' profitability and execution levels. The analysts posit that business administrators and directors need to fulfill their respondents, and they should deal with their worries and needs.

**Extrinsic factors influencing job satisfaction** are salary and job satisfaction, working conditions and job satisfaction, co-worker relationship and job satisfaction, etc.

**Salary:** Salary is one of the fundamental necessities of occupation fulfillment among representatives in both open and private divisions. Lai depicted that pay “is one of those sufficient variables which if blocked diminishes the mistake level of workers. If a specialist is compensated by his need, he will easily direct extra work if any emergency happens” (p. 10719). As indicated by Basset (1994), “pay or salary strongly affects work fulfillment and disappointment of any representative” (p. 63). Bailey & Boykin (2001) discovered that “the measure of pay offered is the most vital element to pull in youngsters to join the Army in America” (p. 92).

**Working conditions:** As indicated by Frame (2004), “work conditions are characterized as employees’ workplace, work instruments, the work itself, association approach, and authoritative tenets” (p. 9). Arnold & Feldman (1996) advanced the following factors by adding: “temperature, lighting, ventilation, cleanliness, clamor, working hours, and assets are some features of working conditions” (p. 30). Robbins & Judge (2009) advocate that “working conditions will impact work fulfillment, as representatives are worried about an agreeable physical workplace” (p. 11). Thus this will render a more positive level of employment fulfillment. Dietz et al. (2003) summarizes the claims of Arnold & Feldman (1996) and Robbins & Judge (2009) by stating that “the absence of such working conditions, in addition to other things, can inadequately affect the laborer’s psychological and physical prosperity” (p. 30/11).

**Co-workers:** A major determinant of job satisfaction is the relationship with co-workers. “The quality of interpersonal relationships between co-workers at all levels creates a good feeling and positive support associated with job satisfaction” (Harris et al., 2007), “this includes coaching, helping with assignments and giving instruction” (p. 151). Beehr (1995) has also stated that “a greater level of social support from peers and others in the environment contributes to the betterment of employee to perform resulting in a positive relation between any job stressors and the individual damage a person may bear alone” (p. 688).

### **Impact of motivational factors on job satisfaction**

According to Nadim et al. (2012), “intrinsic motivational factors, such as opportunities to acquire new skills, promotion opportunities, and participation in decision making play a dominant role in contributing to job satisfaction” (p. 26). They argued that employees become happy as they become a part of decisions related to matters of their organizations, as they have sufficient opportunities to be promoted and when there are opportunities for them to acquire new skills. On the contrary, salary, feedback, and reward are some of the important extrinsic motivational factors that contribute to job satisfaction.

According to Ahmed et al. (2010): There is a significant relationship between intrinsic motivational factors and employee job satisfaction and that employees get motivated and higher job satisfaction by the recognition, work itself, the opportunity for advancement, professional growth, responsibility, and good feelings about the organization and there is a positive relationship between intrinsic factors, hygiene (extrinsic) factors and employee job satisfaction (p. 72).

The study by Chatterjee & Chattopadhyay (2015) revealed that: There is a significant difference between public and private sector bank employees regarding their perception of intrinsic motivational factor and that there is a high score on intrinsic motivational factors so it can be said that public sector employees such as library workers had higher intrinsic motivation which enhances their job satisfaction (p. 3690).

Sohail et al. (2014) showed that “the more motivated employees are, the more they are satisfied with their work and be committed with the organization that will lead to higher performance” (p. 43). This suggests that motivation is the basic unit that attracts an employee to do his best at work.

### **Relationship between employee motivation and job satisfaction**

Singh & Tiwari (2011) undertook research to understand the relationship between employees' motivation and job satisfaction. The results showed that motivation increases with an increase in job satisfaction and a fall in motivation would lead to a decrease in job satisfaction. The results of Singh & Tiwari (2011) study revealed that “motivation remains unaffected of regardless of age as well as the length of the service because the factors that contribute to motivation and satisfaction seem to be present in the working environment of the organization” (p. 37 ). The paper also found that the relevance of “different factors that contribute to the satisfaction of employees; compensation package emerged as the most important factor, whereas self-actualization appears to be the least important factor” (p. 38).

Employers are faced with a huge burden of motivating employees and creating high job satisfaction among their staff because creating programs and policies to enhance job satisfaction and serve to motivate employees involves time and money.

A study conducted by Abugre & Sarwar (2013) confirmed that compensation influences job positivity and increases employee satisfaction. One of the findings from the study was that job satisfaction inspires employees' loyalty to these organizations. However, the study recorded a very high level of dissatisfaction with employee pay and the amount of work they do. In the same vein, a study conducted by Lambert et al. (2001) established that compensation expressively influences job satisfaction. This result agreed with the assumptions that employees normally take

employment where non-financial and financial compensation is mostly used to determine the employee value.

## **METHODOLOGY**

The study employed a cross-sectional survey. This design is useful because the objective is to get a “snapshot” of a phenomenon of investigation among groups (Bourque, 2004). The census sampling was used to collect data from 184 library staff of the Sam Jonah Library (University of Cape Coast), and the Osagyefo Library (University of Education, Winneba) who performs professional library duties was used.

The breakdown of the population of library staff is shown in Table 1.

Table 1: Total Population of Library Staff in UCC and UEW

<b>Name of Library</b>	<b>Senior Members</b>	<b>Senior Staff</b>	<b>Junior Staff</b>	<b>Total</b>
Sam Jonah library	11	84	36	131
Osagyefo library	6	29	18	53
Total	17	113	54	184

**Source: Sam Jonah and Osagyefo Libraries’ Staff Register, 2019**

The researcher used a questionnaire to collect the data for the study. All the factors covered in the questionnaire were related to key constructs of the study – motivation and employee satisfaction. The data were analyzed using the Statistical Package for Social Sciences (SPSS) version 22.0 for analysis.

## **ANALYSIS AND PRESENTATION OF FINDINGS**

### **Impact of Hygiene Factors on Job Satisfaction**

Objective one examined the impact of hygiene factors on job satisfaction at Osagyefo and Sam Jonah libraries. Seven hygiene factors were utilized, including: salary, working condition, supervision, policies, job security, interpersonal relations, and fringe benefits in this study.

Respondents were requested to rank the hygiene factors that affect job satisfaction. To achieve this result, Multiple Regression was used. The result is presented in Table 2.

**Table 2: Impact of Hygiene Factors on Job Satisfaction in Osagyefo Library (Coefficients)**

Library	Variables	B	Std. Error	Beta	t-value	Sig
	Constant	27.689	4.715		5.872*	0.000
	Salary	1.185	.756	.259	1.568	.124
	Working conditions	-.356	.862	-.075	-.413	.682
	Supervision	.323	.765	.062	.422	.675
Osagyefo Library	Policies	1.438	.740	.323	1.943	.058
	Job security	-1.239	.708	-.289	-1.752	.087
	Interpersonal relation	1.731	.730	.365	2.370*	.022
	Fringe benefits	-1.207	.628	-.308	-1.921	.061
R		0.501		F-value		2.152
R <sup>2</sup>		0.251		Sig-value		0.05
Adjusted R <sup>2</sup>		0.134				

a. Predictors: (Constant), hygiene factors

b. Dependent variable (Job satisfaction)

\* Significant at p=0.05 (2-tailed)

**Source: Field data, 2019**

It can be seen from Table 2 that, in Osagyefo Library, apart from interpersonal relation, all the other independent variables were not significantly correlated with job satisfaction. But Interpersonal Relation produced statistically significant results (Beta=0.365; t=2.370; p=0.022; p<0.5, n=53, 2-tailed). The study result showed that employee salary, quality of supervision, job security, working conditions, and fringe benefits at Osagyefo Library did not significantly correlate with employee satisfaction; hence the variables are unlikely to have an impact on the

job satisfaction of employees of the library. This is because they had significant values greater than 0.05 (5% margin error).

Table 3 presents the results from the impact of hygiene factors on job satisfaction from Sam Jonah Library. The results from Table 3 indicated that apart from job security (Beta=0.115; t= 1.744, p=.084; p>0.5, n=131, 2-tailed) and fringe benefits (Beta= -.032; t= -.519, p=.605; p>0.5, n=131, 2-tailed), all the other independent variables/hygiene factors (salary, working conditions, supervision, policies, and interpersonal relation) were positively correlated to job satisfaction; therefore these hygiene factors could have a significant impact on the job satisfaction among workers of Sam Jonah Library in the University of Cape Coast.

**Table 3: Impact of Hygiene Factors on Job Satisfaction in Sam Jonah Library (Coefficients)**

	Constant	7.029	2.187		3.215*	.002
	Salary	1.079	.321	.211	3.359*	.001
	Working conditions	1.043	.395	.199	2.641*	.009
Sam	Supervision	1.271	.427	.215	2.977*	.004
Jonah	Policies	1.386	.378	.245	3.668*	.000
	Job security	.614	.352	.115	1.744	.084
	Interpersonal relation	1.484	.361	.267	4.107*	.000
	Fringe benefits	-.159	.307	-.032	-.519	.605
	R	0.799		F-value		31.109
	R <sup>2</sup>	0.619		Sig-value		0.000
	Adjusted R <sup>2</sup>	0.639				

a. Predictors: (Constant), hygiene factors

b. Dependent variable (Job satisfaction)

\* Significant at p=0.05 (2-tailed)

**Source: Field data, 2019**

It can be concluded from both libraries that only interpersonal relation was found to be statistically significant. The results from the two libraries lead to the conclusion that not all the

hygiene factors/independent variables could be useful at the two libraries to predict the workers' job satisfaction. This is enough evidence that interpersonal relations have a great influence on job satisfaction and therefore emphases should be placed on interpersonal relations in both libraries.

### Impact of Motivation Factors on Job Satisfaction of the Libraries

To accomplish the purpose of the study, the researcher sought to investigate the impact of motivation factors on job satisfaction. The motivation factors used in this study are as follows; job description, sense of achievement, recognition, personal growth, training and development, feedback, and responsibility. To achieve this, the researcher selected Multiple Regression as appropriate for the analysis.

Table 4 presents the results of the model for the impact of motivation factors on job satisfaction at the Osagyefo library. The table contains the correlations for the independent variables (job description, recognition, sense of achievement, personal growth, training and development, feedback, and responsibility). The results from the table indicate to conclude that from the Osagyefo library, all the independent variables were not correlated to job satisfaction. This was evident after most of the motivational variables produced insignificant results.

**Table 4: Impact of Motivation Factors on Job Satisfaction in Osagyefo (UEW) Library**

Library	Variables	B	Std. Error	Beta	t-value	Sig
Osagyefo	Constant	14.831	5.280		2.809*	.007
Library	Job description	.690	1.044	.124	.661	.512
	Recognition	.348	.948	.065	.367	.716
	Sense of achievement	.844	.806	.156	1.047	.301
	Personal growth.	.333	.724	.063	.460	.648
	Training & development.	1.079	.773	.205	1.396	.170

	Feedback	1.294	.768	.241	1.686	.099
	Responsibility	-.094	.726	-.018	-.129	.898
R		0.568		F		3.057
				change		
R <sup>2</sup>		0.322		Sig		0.010

a. Predictors: (Constant), motivation factors \* Significant at p=0.05 (2-tailed)

b. Dependent variable (Job satisfaction)

**Source: Field Survey, 2019**

In conclusion, the results from the Osagyefo library suggest that independent variables (job description, recognition, sense of achievement, personal growth, training & development feedback, and responsibility) did not have any significant impact on the workers’ job satisfaction.

Table 5 presents the results of the model for the impact of motivation factors on job satisfaction at Sam Jonah Library. The results from Table 5 indicated that job description (Beta=0.344; t=4.060, p=0.000; p<0.5, n=131, 2-tailed) and feedback (Beta=0.268; t=2.894; p=0.005; p<0.5, n=131, 2-tailed) had significant impact on the workers of Sam Jonah Library. This statistically implies that job description and feedback were positively correlated to job satisfaction and as such these motivational variables could determine the job satisfaction of workers at Sam Jonah library.

**Table 5: Impact of Motivation Factors on Job Satisfaction in Sam Jonah (UCC) Library**

Library	Variables	B	Std. Error	Beta	t-value	Sig
	Constant	12.435	3.256		3.819*	.000
Sam Jonah	Job description	1.989	.490	.344	4.060*	.000
	Recognition	.715	.577	.113	1.239	.218

	Sense of achievement	.395	.637	.056	.619	.537
	Personal growth	-.657	.551	-.103	-1.192	.235
	Training & development.	.106	.503	.019	.211	.833
	Feedback	1.459	.504	.268	2.894*	.005
	Responsibility	.907	.543	.158	1.670	.097
R		0.628		F		0.010
				change		
R <sup>2</sup>		0.394		Sig		0.000

a. Predictors: (Constant), motivation factors

\* Significant at p=0.05 (2-tailed)

b. Dependent variable (Job satisfaction)

#### Source: Field data, 2019

To conclude, results show that due to environmental and other unforeseen factors, it can be inferred that not all the motivational factors are applicable in the two libraries. Therefore, to maintain the optimal level of job satisfaction in the two libraries, managers and librarians should place a premium on some of the motivational variables over others.

#### Relationship between Employee Motivation and Job Satisfaction

Objective three of this study sought to determine the relationship between motivation and job satisfaction. All hygiene factors for the Osagyefo library and Sam Jonah library were transformed to form a new construct. Again, all motivation factors for the Osagyefo library and Sam Jonah library were transformed to form a composite variable. A Spearman's rank-order correlation coefficient was computed to answer this objective and the results are presented in Table 6. The result of the study indicated that there was a positive correlation [ $r = .559$ ,  $n=184$ ,  $p =0.000$ ] between hygiene factors and employees' job satisfaction with a high level of perceived hygiene factors associated with high levels of employees' job satisfaction.

**Table 6 Correlation Analysis between Motivation and Job Satisfaction**

Constructs			Job satisfaction
Spearman's rho	Hygiene factors	Correlation	.559**

	Coefficient	
	Sig. (2-tailed)	.000
	N	184
Motivation factors	Correlation Coefficient	.541**
	Sig. (2-tailed)	.000
	N	184

**Source: Field Data, 2019** \*Correlation is significant at the level of  $p=0.05$  (2-tailed)

This result suggests that when there are high positive hygiene factors (available), employees' job satisfaction would significantly increase. Similarly, in Table 6, it was found that there was a positive correlation [ $r = .541$ ,  $n=184$ ,  $p = 0.000$ ] between motivation factors and employees' job satisfaction with a high level of perceived motivation factors associated with high levels of employees' job satisfaction. This result suggests that when the level of employee motivation increases, the level of employee satisfaction increases, and when the employee's level of motivation decreases, the level of employee satisfaction is reduced.

## DISCUSSION OF FINDINGS

### Impact of Hygiene Factors on Job Satisfaction of the Libraries

From the study, the findings indicated that not all the factors (hygiene factors) influence job satisfaction among staff in Osagyefo library. Only interpersonal relation was found to influence job satisfaction among staff in Osagyefo Library. This, therefore, implies that the more the interpersonal relation is improved in Osagyefo Library the more the level of employees' job satisfaction would increase and vice versa. All the other hygiene factors (salary, working conditions, supervision, policies, job security, and fringe benefits) need to be improved in the Osagyefo library to achieve job satisfaction.

The results are in line with the findings of Dartey-Baah (2010) who argued that interpersonal relations serve as one of the key factors that determine job satisfaction among managers and partners, whose opinions are valued by employees. These findings also confirm the work of Harris et al. (2007) who showed that the quality of interpersonal relationships between

co-workers at all levels creates good feelings and positive support associated with job satisfaction.

In the case of Sam Jonah library, from the results, it can be concluded that there was a positive correlation between most of the predictors (hygiene factors) and job satisfaction. This implies that the more the hygiene factors improve in Sam Jonah Library the more the level of employees' job satisfaction would increase and vice versa. This corresponds to Addo (2013) findings that hygiene factors in an organization motivate workers to put up their best and lift the image of the company.

It was found from the study that interpersonal relation, policies, salary, supervision, and working conditions all made statistically significant contributions to predicting the change in employee job satisfaction. In effect, it can be concluded from both libraries that only interpersonal relation was found to be statistically significant in the two libraries. The results from the two libraries are clear enough to conclude that not all the hygiene factors/independent variables could be useful at the two libraries to predict the workers' job satisfaction.

### **Impact of Motivation Factors on Job Satisfaction of the Staff of the two Libraries**

The study further sought to find out the impact of motivation factors on job satisfaction on the staff of the two libraries. The accrued results support the assertions of Sohail et al. (2014) who revealed that the more motivated employees are, the more they are satisfied with their work and be committed to the organization that will lead to higher performance. Motivation is the basic unit which attracts an employee to do their best at their work. The findings from the study indicated that at the Osagyefo library, all the independent variables were not correlated to job satisfaction among staff in the library. This implies that more motivation factors need to be put in place to improve job satisfaction in Osagyefo library.

In the case of Sam Jonah library, the accumulated results from the study indicated that there was a strong correlation between some of the motivational factors (job description and feedback) and job satisfaction among staff. This implies that the more the motivation factors improved in Sam Jonah library the more the level of employees' job satisfaction would increase. The results showed that job description and feedback play a significant role in determining the job satisfaction of workers at Sam Jonah library.

### **Relationship between Employee Motivation and Job Satisfaction**

After a careful review of the literature and the trends identified, it became necessary for the study to determine the relationship between employee motivation and job satisfaction to inform stakeholders about the nature of the relationship that exists in the two libraries. Spearman rank-order correlation analysis was conducted to that effect (Zar, 2014).

The result of the study indicated that there was a positive correlation between hygiene and motivation factors and employees' job satisfaction. This means that the more employees are satisfied with hygiene and motivation factors, the more their level of job satisfaction would go up. The result also supports the findings of Tan & Waheed (2011) who found that hygiene factors were the dominant motivators of sales personnel job satisfaction.

Bakotic & Babic (2013) supported these findings by suggesting that difficult working conditions can cause job dissatisfaction. Rajan & Chandrasekaran (2013) stated that workload, wages, stress at jobs, and family conflicts arise due to job dissatisfaction among the employees and results in higher turnover within the organization. Raziq & Maulabakhsh (2015) also determined that these working conditions, career growth opportunities, and developments are the key players in the job satisfaction and motivation of employees.

## **RECOMMENDATIONS**

The following recommendations are made based on the results of the study and conclusion.

1. Managers of both libraries should focus on the non-financial issues related to motivation such as occupational safety and security (ie. improve the work environment, provision of modern tools, and efficient design of the operational job task).
2. Managers of the libraries should ensure cordial relationship among the entire staff (through in-service training courses on human relations periodically).
3. Special cognizance should be given to different staff categories in these institutions and their preferred motivational conditions by the head librarians. This can create a platform to enhance employee job satisfaction in these institutions.
4. Since motivation and job satisfaction have a great influence on the library staff performance, efforts should be made by the head librarians to ensure that factors that make for employee motivation are in place before deciding on whether a librarian is performing well or not.

## **CONCLUSION**

Based on the findings made out of the study, it can be concluded that motivation is a complex concept and can help or harm an organization depending on how it is used within an organization. If a manager takes the time to understand the needs of his/her employees, then the recognition can be extremely useful. The implication is that when employees are happy they

tend to put in their best to achieve the organizational goals. It is worthy of note that money, or financial incentives as the case may be, is not the only form of motivation for employees.

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