



Employee Recognition as Correlates of Librarians' Productivity in Public University Libraries in Kano State, Nigeria

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Abstract

The main objective of this research was to investigate the relationship between employee recognition and librarians' productivity in public university libraries in Kano State, Nigeria. Specifically, the study sought: to identify forms of employee recognition available; to describe the level of productivity of librarians' productivity; to determine the relationship between employee recognition and librarians' productivity. Two hypotheses were tested i.e. (Ho1) there is no significant relationship between financial recognition and librarians' productivity, and (Ho2) there is no significant relationship between nonfinancial recognition and librarians' productivity. A quantitative methodology of descriptive correlational research design was employed, using questionnaire to collect data from 144 librarians through total enumerative sampling technique. Findings from the study revealed that librarians enjoyed forms of recognition such as promotion, annual increments, staff training and conducive work environment, but received little with regard to skill-base pay, performance-based pay, mentorship awards and flexible work. Productivity was generally at high level (M= 3.87). The hypothesis found that financial recognition had a weak negative and non-significant relationship with librarians' productivity ($r = -.179, p = .051$) confirming Ho1, while non-financial recognition had a weak negative but significant relationship with librarians' productivity ($r = -.326, p = .000$), rejecting Ho2. The study concluded that employee recognition correlates well with librarians' productivity in public university libraries in Kano state. This is because both financial and nonfinancial were available and this has contributed well to the productivity of the librarians. The study therefore recommends that library management need to reevaluate their performance-based rewards, skills-based pay as well as bonuses. It also recommends improving current university payments policies and budgets to ensure they are competitive to compete favourably with what is obtainable in developed countries.

Keywords: employee recognition, financial recognition, nonfinancial recognition, librarians' productivity

Introduction

Public university libraries are libraries established in academic institutions such as state and federal universities. Typically, they are libraries with the responsibility of meeting the information needs of a wide range of library users as well as provide information resources to



the parent institutions. That is why scholars of library and information science such as Maidabino (2012) opined that public university libraries occupy a very important position in the provision of current and up-to-date information resources both in print and non-print formats that complement educational programs within the community it resides. It is important that the provision of such high-quality and efficient information resources and services to the entire community members and students are achieved through a dedicated and productive librarian. Therefore, to achieve all these, there is a need for improvements in the current rewards and recognition provided to librarians to enhance their productivity.

Today, the relationship between employee recognition and librarians' productivity hold a critical stance in many organizations, including contemporary university libraries. This is because recognizing librarians' efforts through rewards has become a key factor in maintaining productivity. The effects of well rewarded and recognized librarians are manifested in the positive changes that could appear in his/her productivity level such as performances, outputs. This may also be in the forms of more engagements and commitments to duties, less absenteeism, more hardworking behavior, more dedication and increased job satisfaction. Thus, university libraries that create ways for productive library environment, recognizing librarian's effort could be the best strategy to improve.

Statement of the Problem

It is obvious to note that observations have shown that productivity of librarians in some developed and other developing countries is improving greatly due to several factors such as availability of advanced technologies, regular training, effective leadership and management support, extensive resources, and well-funded libraries. However, the situation is different in Nigeria and specifically in public University libraries in Kano State. A review of literature and preliminary observations indicated that there seem to be a gap in understanding the level of productivity of the librarians' and the factors influencing the productivity are vague. It seems that librarians faced serious challenges in improving their level of productivity. Moreover, these challenges may be attributed to ineffective recognition strategies such as low motivation, inadequate resources, as well as inadequate funding of these libraries. This study therefore aimed to investigate the relationship between employee recognition and librarians' productivity and recommend best strategies that help improve productivity.

Objectives of the study

The main objective of the study is to establish relationship between employee recognition and librarians' productivity in public university librarians in Kano State, Nigeria. While the specific objectives of the study were to:

- 1- Identify forms of employee recognition available for librarians' productivity in public university libraries in Kano State in terms of:
 - Financial recognition
 - Nonfinancial recognition
- 2- Describe the level of productivity of librarians in the study area

Hypotheses

H1: There is no significant relationship between financial recognition and librarians' productivity in public university libraries in Kano State.

H2; There is no significant relationship between nonfinancial recognition and librarian's productivity in public university libraries in Kano State.



Review of related literature

Financial recognition as described by Ndichu, (2017) comprises all rewards that have a monetary value and add up to total remuneration. These rewards, according to him, included basic pay, merit pay, skills-based pay, incentives, and service-related pay, bonuses, financial recognition schemes and benefits such as pensions, sick pay and medical cover for the employee and the dependents. While nonfinancial incentives or recognition as indicated by Oludipe (2019) could be any benefits in the form of participation in decision making, certificates of thanks and positive reception, training for distinguished librarians.

Productivity as pointed out by Akidi (2020) is the ability of librarians to work to the close of work, bring new ideas to the library, interact efficiently with users and perform work assign to him/her. He further added that productive librarians' have the ability to compete with other staff and will always deliver when given a task. More importantly, Additionally, considering the librarianship perspective, Ejiroghene (2023) pointed out the level of productivity of librarians could be determined and measured in terms of metrics such as: shelving and shelf reading of books, charging and discharging, carrying out research in librarianship, indexing and abstracting, user education routine, engaging in knowledge sharing, managing information.

The relationship between employee recognition and librarians' productivity might be positive or negative. For example, in Nekede a study by Madu (2016) conducted on the effects of financial and nonfinancial rewards given to library staff, findings of the study revealed that (93%) of the respondents strongly agreed that monetary rewards boost morale and (100%) strongly agreed that monetary rewards reduce staff turnover intention. On other hand, in terms of nonfinancial rewards, (85%) said nonfinancial rewards enhances their performances.

On the contrary, in Uganda Mohammed (2019) conducted a study on nonfinancial rewards, motivation and employee performance in Ministry of Internal Affairs (MoIA). Findings from the study revealed a correlation coefficient between nonfinancial rewards and performance as (0.175, $p=0.081$), indicating a weak and non-significant relationship between nonfinancial rewards and employee performance.

Methodology

A quantitative methodology of descriptive correlational research design was employed, using questionnaire to collect data from 144 librarians through total enumerative sampling technique in public university libraries in Kano State, which are Aliko Dangote University of science and technology library Wudil, Bayero university library Kano, Nigeria police academy library wudil and Yusuf Maitama sule university library. The data were collected through the instrument of questionnaire and were analysed using descriptive statistics such as mean, frequency, percentage and inferential statistics using Pearson's correlation moment coefficient.

Results

Results of the study are clearly presented in tables and then followed by an interpretation of each research question. The findings of the study were also discussed.

Research Question One: What forms of employee recognition available in public university libraries in Kano State?

Respondents were asked to indicate forms of employee recognition available in their respective libraries, and their responses are presented in table one below.



Table one: Forms of employee recognition

| S/N | Financial Recognitions | Frequency | Percentage |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------|
| 1 | Medical benefits (NHIS) | 64 | 52.9% |
| 2 | Bonuses | 21 | 17.4% |
| 3 | Financial incentives and allowances such as shift allowances, duty tour, housing, overtime, hazard | 51 | 50.4% |
| 4 | Skill based pay e.g. rewards and incentives based on specialization in areas such as ICTs, | 39 | 32.2% |
| 5 | Performance based pay e.g. rewards and incentives based on participation in students' orientation programs, completing of a project, honoraria etc. | 40 | 33.1% |
| 6 | Annual increment | 102 | 84.3% |
| 7 | Promotion (including accelerated promotion) | 103 | 85.1% |
| 8 | Emergency loans | 53 | 43.8% |
| 9 | Library association dues | 44 | 36.4% |
| 10 | Professional development funds (conferences, seminars, workshops) | 86 | 71.1% |
| 11 | Study leaves with pay (study fellowship) | 92 | 76% |
| 12 | Tuition refund | 64 | 52.9% |
| | Nonfinancial Recognition | Frequency | Percentage |
| 1 | Mentorship recognition awards | 24 | 19.8% |
| 2 | Flexible work arrangements (such as extra time off, rotating shift, self-scheduling of work, etc | 57 | 47.1% |
| 3 | Opportunities for growth and advancements | 80 | 66.1% |
| 4 | Open communication | 80 | 66.1% |
| 5 | Staff training opportunities | 91 | 75.2% |
| 6 | Conducive work environment | 97 | 80.2% |
| 7 | Teamwork and collaboration opportunities | 95 | 78.5% |
| 8 | Better social interaction | 89 | 73.6% |
| 9 | Ability to pursue one's goals | 84 | 69.4% |
| 10 | Encouraging personal growth in the job | 82 | 67.8% |
| 11 | Encouraging one's reach full potential | 83 | 68.6% |
| 12 | Ability to develop new skills in the job | 97 | 80.2% |
| 13 | Provisions for higher respects and status in the job | 89 | 73.6% |

Based on the findings from table one, it can be deducted majority of the respondents (85.1%) indicated promotion, annual increments (84.3%), (76%) indicated study leave with pay, (71.1%) selected professional development fund as available forms of financial recognition. In addition, half of the respondents or a slight half indicated being enjoying medical benefits (52.9%), (51.4%) refund as available financial recognition. However, financial incentive by (50.4%). Moreover, findings indicated that the least or lowest available financial recognitions were: skill- based pay (32.2%), performance-based pay and library association membership by (36.4%)

In terms of nonfinancial recognition, findings revealed that majority of the respondents indicated availability of nonfinancial recognition such as conducive work environments selected by (80.2%), (80.2%) ability to develop skills in the job, (75.2%) revealed staff training, and (73.6%) said provision for higher respects and status in the job as well as better social interaction respectively. Also, the least nonfinancial recognition was: mentorship recognition awards (19.8%) and flexible work arrangements (47%).



Overall, the findings of both financial and nonfinancial recognition suggest that a combined approach that consider financial and nonfinancial recognition is very crucial for motivating librarians to be productive.

Research Question Two: What is the level of productivity of librarians in the study area?

In order to interpret the findings clearly, the mean scores were interpreted based on Nwokike's (2019) interpretation, who revealed that mean score < 1.49 as very weak; 1.5 to 2.49 as low; 2.5 to 3.49 as high; 3.5 to 4 as very high.

Table 2 Level of productivity of librarians

| S/N | Librarians productivity | SD | D | FA | A | SA | M | S D | Decision |
|------------------------|-----------------------------------------------------------------------------------------|---------------|-------------|---------------|---------------|---------------|-------------|-------|-----------|
| Task Completion | | | | | | | | | |
| 1 | I manage my time effectively to complete task | 16 (13.%) | 3 (2.5) | 4 (3.3) | 60 (49.%) | 38 (31.4%) | 3.83 | 1.274 | Very high |
| 2 | I successfully accomplish my task and responsibilities | 17 (14.0%) | 5 (4.1%) | 5 (4.1%) | 62 (51.2%) | 32 (26.4%) | 3.72 | 1.292 | Very high |
| 3 | Having clear goals and objectives motivate me to prioritize my task and meet deadlines | 13 (10.%) | 4 (3.3) | 20 (16.5%) | 59 (48.8%) | 25 (20.7%) | 3.65 | 1.167 | Very high |
| Cluster mean | | | | | | | 3.73 | | |
| Quality of Work | | | | | | | | | |
| 4 | I consistently deliver high quality work | 9 (7.4%) | 4 (3.3%) | 8 (6.6%) | 70 (57.9%) | 30 (24.8%) | 3.89 | 1.055 | Very high |
| 5 | I efficiently organize and prioritize my work to maximize my productivity | 11 (9.1%) | 3 (2.5%) | 12 (9.9%) | 79 (65.3%) | 15 (12.4%) | 3.87 | 2.113 | Very high |
| 6 | Recognizing my efforts motivates me to produce high quality work | 10 (8.3%) | 2 (1.7%) | 8 (6.6%) | 62 (51.2%) | 39 (32.2%) | 3.98 | 1.099 | Very high |
| Cluster mean | | | | | | | 3.91 | | |
| Initiative | | | | | | | | | |
| 7 | I take initiative to improve library services and processes | 13 (10.7%) | 2 (1.7%) | 3 (2.25%) | 70 (57.9%) | 33 (27.3%) | 3.89 | 1.153 | Very high |
| 8 | Taking initiative on tasks motivates me to work efficiently and enhance my productivity | 13 (10.7%) | 4 (3.3%) | 9 (7.4%) | 67 (55.4%) | 28 (23.1%) | 3.77 | 1.167 | Very high |
| 9 | My working environment allows me to take initiative and be creative | 8 (6.6%) | 9 (7.4%) | 19 (15.7%) | 58 (47.9%) | 27 (22.3%) | 3.72 | 1.097 | Very high |
| Cluster mean | | | | | | | 3.79 | | |



| Service Delivery | | | | | | | | | |
|-------------------------|---------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|-------------|-------|------------------|
| 10 | I receive recognition from the management for improving my service delivery | 16 (13.2%) | 19 (15.7%) | 21 (17.4%) | 38 (31.4%) | 27 (22.3%) | 3.34 | 1.339 | High |
| 11 | My knowledge and skills in information searching and retrieval help in delivering quality service | 9 (7.4%) | 2 (1.7%) | 9 (7.4%) | 57 (47.1%) | 43 (35.5%) | 4.08 | 1.256 | Very high |
| 12 | My current workload is manageable and allow me to deliver quality services | 11 (9.1%) | 7 (5.8%) | 13 (10.7%) | 65 (53.7%) | 25 (20.7%) | 3.71 | 1.136 | Very high |
| Cluster mean | | | | | | | 4.01 | | |
| Average mean | | | | | | | 3.87 | | Very High |

Key: SD=Strongly Disagree, D=Disagree, FA=Fairly Agree, A=Agree, SA=Strongly Agree, mean score < 1.49 as very weak; 1.5 to 2.49 as low; 2.5 to 3.49 as high; 3.5 to 4 as very high

It can be seen from table 2 that the overall productivity of the librarians were at high level (M=3.87), meaning that the respondents unanimously agreed that the statements can be seen as factors indicating their level of productivity. For example, the highest statements with a mean score of (M=4.01) are observed to be under a cluster mean of Service Delivery with the following statements; I receive recognition from the managements for improving service delivery: My knowledge and skills in information searching and retrieval help in delivering quality service: My current workload is manageable and allow me to deliver quality service. This is followed by a second cluster mean of Quality of Work (M= 3.91) with the following statements: I consistently deliver high quality work: I efficiently organized and prioritize my work to maximize my productivity: Recognizing my efforts motivate me to produce high quality work.

Then, the 3rd cluster mean of (M= 3.79) was under Initiative with the following statements: I take initiative to improve library service and processes: Taking initiative on tasks motivates me to work efficiently and enhance my productivity. My work environment allows me to take initiative and be creative. Lastly, the 4th cluster mean of (M=3.73) was under Task Completion with the following statements: I manage my time efficiently to complete task: I successfully accomplish my task and responsibilities: Having clear goals and objectives motivate me to prioritize my tasks and meet deadlines. On the overall, the average mean score of (3.87) indicated that the level of productivity of librarians in public university libraries in Kano State were at very high level.



Hypothesis 1: There is no significant relationship between financial recognition and librarians' productivity in public university libraries in Kano State.

Table 3 Correlations between financial recognition and librarians' productivity

| | | Financial Recognition | Productivity |
|-----------------------|---------------------|-----------------------|--------------|
| Financial Recognition | Pearson Correlation | 1 | -.179 |
| | Sig. (2-tailed) | | .051 |
| | N | 120 | 120 |
| Productivity | Pearson Correlation | -.179 | 1 |
| | Sig. (2-tailed) | .051 | |
| | N | 121 | 121 |

Correlation is significant at the 0.05 level (2-tailed).

Table 2 presents Pearson Product Moment Correlation between financial recognition and librarians' productivity. The results revealed a weak negative correlation between financial recognition and librarians' productivity since ($r = -.179$, $p = 0.51$), and is greater than the significance level of 0.05. This implies that there is no significance relationship between financial recognition and librarians' productivity. This suggest that financial recognition may not be a predictor of librarians' productivity. in public university libraries in Kano State. Based on this result, therefore the null hypothesis is accepted since $p > .05$.

Hypothesis 2; There is no significant relationship between nonfinancial recognition and librarian's productivity in public university libraries in Kano State.

Table 4 Correlations between nonfinancial recognition and librarians' productivity

| | | Non-Financial Recognition | Productivity |
|---------------------------|---------------------|---------------------------|--------------|
| Non-Financial Recognition | Pearson Correlation | 1 | -.326** |
| | Sig. (2-tailed) | | .000 |
| | N | 121 | 121 |
| Productivity | Pearson Correlation | -.326** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 121 | 121 |

** . Correlation is significant at the 0.05 level (2-tailed).

Table 3 presents Pearson Product Moment Correlation between nonfinancial recognition and librarians' productivity. The result is weak, negative and statistically significant since ($r = -.326$, $p = .000$). This implies that there is a significance relationship between nonfinancial recognition and librarian's productivity. In simpler terms, the results suggest that as nonfinancial recognition increases, so does the likelihood of librarians' productivity also decreases very slightly in public university libraries in Kano State. Based on this result, therefore, the null hypothesis is rejected since $p < 0.05$.

Discussion of findings

This section discusses the findings of the study which was conducted with 5 objectives such as: examine the forms of employee recognition available among librarians; determine the level of productivity of librarians; establish relationship between employee recognition and



librarians' productivity; identify challenges militating against librarians' productivity; and identify strategies for improving productivity in public university libraries in Kano State.

Regarding the forms of employee recognition, findings implies that majority of the respondents enjoyed the availability of both financial and nonfinancial recognition such as promotions, annual increments, conducive work environments, ability to develop skills in the job, while least financial and nonfinancial recognition were skills-based pay, performance-based pay, mentorship and flexible work arrangements. This finding is supported by a submission of Udo-Anyamwu's (2018) who opined that financial recognition are any rewards that come in salary form, bonuses, job promotion, commission, tips, gratuities and gift.

On productivity of the librarians, findings from the study revealed an average mean score of ($M= 3.87$), indicating that there was a very high level of productivity among librarians in public university libraries in Kano State. This very high level of productivity, however, indicated that librarians are currently performing their task and duties as expected, but there are chances for them to improve. This finding is supported by an observation of Muhammad et al (2018) who affirmed that employee productivity is a crucial factor that can enhance, strengthen and sustain a company's overall business performances. Conversely, this high level of productivity is contrary to the study of Oludipe (2019) conducted among librarians in public libraries in Ilorin Metropolis Kwara State of Nigeria. Finding from the study revealed a moderate level of productivity among librarians with a grand mean of (2.67).

Considering the relationship between employee recognition and librarian productivity, findings from table 3 on the relationship between financial recognition and librarians' productivity indicated ($r= -.179, p=0.51$), meaning that there was a very weak negative and non-significant relationship between financial recognition and librarians' productivity among librarians in public university libraries in Kano State. This finding has so many interpretations. First, it implies that the financial recognition enjoyed by the librarians may not be regarded as strong and as effective motivator to librarians. Regarding the nonfinancial recognition and librarians' productivity, findings from table 3 indicated ($r= -.326, p=.000$), meaning there is a weak negative and significant relationship between nonfinancial recognition and librarians' productivity. This weak negative relationship implies that despite statistically significant relationship between the two variables, the strength and the direction of the impact or effects is very small. It also indicates that an increase in nonfinancial recognition (such as skill developments, staff training, conducive environments, and achievements) will lead to a very slight and inconsequential or insignificant decrease in librarians' productivity in public university in Kano State. This finding is similar to that of Chi et al (2023) conducted on how financial and nonfinancial rewards moderated the relationship between transformational leadership, job satisfaction and job performances. Findings from the study revealed a weak negative and non-significant relationship between financial rewards and job performances ($r= -.024, p=0.581$). It is also supported by a research work of Mohammed (2019) conducted on nonfinancial rewards, motivation and employee performance in Ministry of Internal Affairs (MoIA) Uganda. Findings from the study revealed a correlation coefficient between nonfinancial rewards and performance as (0.175, $p=0.081$), indicating a weak relationship between nonfinancial rewards and employee performance. Conversely, this finding is contrary to the observation of Okojie (2015), who maintained that an efficient and effective reward and recognition systems operating in an organization will greatly enhance employee motivation, and that a highly motivated library workforce are likely to help in achieving greater efficiency and productivity within the library organization.



Conclusion

Based on the findings, it can be concluded that employee recognition correlates well with librarians' productivity in public university libraries in Kano state. This is because both financial and nonfinancial were available and this contributed well to the productivity of the librarians. It can be said that if the availability of employee recognition could be maintained, librarians' productivity would continue to be at high level. It is evident that no librarian or any worker can confidently discharge his duties while the intensity of the rewards available is very limited. In fact, better rewards and recognition are the backbone that sustain librarians and motivate them provide selfless and dedicated library services to users.

Recommendations

The following are some of the recommendations based on the findings and conclusion:

- On forms of employee recognition (financial and nonfinancial), library managements should try as much as possible to provide bonuses, skill-based incentives as well as performance-based incentives due the little attention and intervention they were reported'
- On the high-level productivity, library managements should investigate the specific factors contributing to higher performances and give more emphasis.
- On relationship between financial and nonfinancial recognition, a combination of both should be prioritized to make librarians more productive.

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