

# **PERSONNEL MANAGEMENT AND JOB SATISFACTION IN ACADEMIC LIBRARIES: A CASE STUDY OF FEDERAL COLLEGE EDUCATION YOLA. ADAMAWA STATE, NIGERIA**

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## **ABSTRACT**

The study examined personnel management and job satisfaction in academic libraries: A case study of the Federal College of Education Yola, Adamawa State. The objectives of the study were to: determine the methods used for personnel recruitment, determine the level of staff development, identify the motivational factors of the library personnel, determine the level of job satisfaction and needs of the personnel, and assesses allowances/pay packages of the personnel. Literatures were reviewed based on objectives of the study. Survey research was the method adopted for the study. The target population of the study was the 18 library personnel in the Federal College of Education Yola. Questionnaire was used for this research as the main data collection instrument, and descriptive statistics was used for data analysis. The major findings are that: Majority of the library personnel were recruited before starting the job, Majority of the staff were trained before starting the job, also the staff were sponsored for in- service training programme, findings also reveals that promotions and refresher courses motivate library personnel's, majority of the library personnel were satisfied with their present job, and only few of the staff were given soft loan as a welfare allowance. It was recommended that the library Management of the Federal College of Education Yola library should widely recruit personnel and device the method of training and retraining them, library management should also create an enabling environment for the library personnel to undergo in-service training, also considerations should be given to adequate pay packages/allowance which includes rent in bulk, hazard and over time. They should also be highly motivated through promotions and salary increment. And the library Management should endeavor to strategize and encourage workers to perform better by providing them with necessary benefits such as hazard allowance, and other allowances.

## **INTRODUCTION**

In any organization there must be personnel ranging from the higher officers to lower staff, the hierarchy is formulized to reflect the flow of authority and responsibilities on every personnel in which a particular library is organized. Management is successfully done if an objective is set One techniques that is being regularly used by management in libraries is "management by objective" which combine

individual and institutional goal setting with the decision making process (Carroll, 1970) Personal Management is vital to the success of any organization, especially academic libraries. Personnel management also is a basic function of management where workers in a given academic library work best and perform better when they consider that their work is important. Womboh (2008) lamented that managerial performance discrepancy is caused by (managers) librarian's inability to solve human

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resource problems and could have a very serious management implications. He further stressed that in a situation where personnel manages by objectives but fail to perform by objectives the library organization will not function well and so the expected goals will not be achieved. It is therefore necessary to make staff feel that their job is part of the total process and without it the process is incomplete. That means recognition and reward need to be provided and related to result sustained effectiveness.

Moreover, if personnel's are recruited with the qualifications they must be enabled to attend higher courses of instruction in order to make them perform better. Brigs, (1983) opined that the library management should widely recruit personnel and device methods of training and retraining them. He further lamented that library management should aim at not only recruiting the most suitable personnel for their services but also retain them. In the light of the above it is recommended that personnel in academic libraries must be retained apart from the recruitment and inductions given at the earlier stage of employment. The management should also provide personnel with up to date information and retrain them to keep abreast of new development in ICTs in order to serve better. Moreover, even with the evolution of technology in the recent years, academic libraries can still maintain personnel in their day to day activities, while such academic libraries are totally mechanized with computers, this can never eliminate human (personnel) factor rather than to improve libraries with efficiency and to provide quality services. It is therefore, necessary for management to satisfy and fulfill the needs of library personnel

Harry (2009) pointed out that job satisfaction is the product of personnel's level of educational attainment, personal competence, readiness and the ability to cope with the job contents, the work environment and other personal attributes that could lead to Job satisfaction. He further explained that the personnel who have these attributes can perform and cope with the challenges of the job, and become satisfied. On the contrary, the personnel who lack such attributes may demonstrate some elements of dissatisfaction with the job.

On pay packages and allowances, Alexander (2008) is of the view that job

satisfaction is the feeling an employee holds in regard to his promotional opportunities, pay packages; security of the job; recognition and the opportunity to assume higher responsibilities, further education and training; better work environment; social relationship between the worker, his co-worker, and the opportunities to have inputs in the job his doing. These variables could motivate the employees to perform and be satisfied with their jobs if properly put in place.

For the purpose of this study the researcher intends to investigate variables that include personnel recruitment, personnel development program, personnel motivational factors, pay packages and job satisfaction of the library personnel in Federal College of Education Yola, Adamawa State.

### **Statement of the Problem**

The Library depends on its personnel for both resource building and services. Academic libraries have suffered both in selection/acquisition, organization and dissemination of information to library users because of the lack of experienced, trained and dedicated personnel. It might be attributed to lack of motivation, incentives, pay packages, staff development, poor recruitment, promotion and job satisfaction. The problem of job satisfaction has been an issue of primary concern to all library personnel. Carols (2009) noted that many library personnel complained because of the insensitivity of some library management to put in place the various variables that could enhance satisfaction and performance. In relation to the above variables which includes wages, allowances, and promotional opportunities that are rarely availed to the library personnel of the academic libraries. In the same vein, Peters (2006) added that personnel who are rarely promoted stand the chance of non- performance and exhibit dissatisfaction with the job and lowers the organization's productivity (Library inclusive).

The researcher observed that the rare opportunities of staff development program either in-house or in-service, conference and seminars in the library under study, revealed that many of library staff rarely get approval for in-service training and are denied attendance to seminars, workshops and conferences and there has been no concerted effort to organize in-house training or on the job training programme. This situation

makes personnel to lack skills and competencies availed by new Information and Communication Technology (ICT) and the latest processing skills. This affects their performance in this age computer. Kayode (2008) added that a staff who is not availed the opportunity to acquire new skills either through in-house training or in-service is a liability to the organization and hence, could not perform at the expected optimum. However the pay packages meant for library personnel in the academic library under study are not commensurate with the efforts put in place to achieve the library's objectives. This makes the personnel to be lazy, unconcerned, encouraged absenteeism, lost of interest and nonperformance. Andrew (2005) is of the view that when efforts by management are recognized through good pay, the personnel performance is enhanced and a sense of fulfillment is felt.

This situation negatively affects the services provided by the library since libraries depend solely on personnel performance. According to Womboh (1995) who opined that in any library organization where staff ratings are not based on merit performance discrepancy is bound to occur. It is against this background that the researchers conduct to investigate the variables that constitute and affect personnel management of academic libraries particularly that of Federal College of Education, Yola where it is averagely expected that the library in generally is designed to provide efficiency and effective services

### Objectives of the study

The objectives of the study are to:

1. Determine the methods used for personnel recruitment in the library
2. Determine the level of staff development in the library
3. Identify the motivational factors of the library personnel
4. Determine the level of job satisfaction and needs of the personnel in the library
5. Assesses allowances/pay packages of the personnel in the library

### Research questions

1. What are the methods used for personnel recruitment in the library?

2. What are the levels of staff development in the library?
3. What are the motivational factors of the library personnel in the library?
4. What are the level of job satisfaction and needs of the personnel in the library?
5. What are the allowances/Pay packages of the personnel in the library?

### Literature Review

Literature were reviewed based on the objectives of the study

### Recruitment of Personnel in the library

Recruitment of suitable staff is one of the most important tasks the library management has to perform at all levels of both higher and lower cadre in the libraries. Staff to be recruited must be reliable, honest, conscientious, intelligent, skilled, tactful, attractive ought to perform more and better rather than one with unreliable, dishonest, lazy, unskilled and tactless. This corroborates with the views of Wilson Thomson (2007) who pointed out that care must be taken when selecting and recruiting library personnel because once you have employed nonqualified library personnel in the library it would be very difficult for him/her to perform and provide quality services in the library.

In view of the above, Brigs, (1983) opined that library management should aim at not only recruiting the most suitable personnel for their services but also retrain them. He further lamented even the manner in which the library personnel are recruited without due recourse to training and retraining them. For effective service delivery, personnel in academics libraries must be retrained apart from the recruitment and inductions given at the earlier stage of employment, they should also provide personnel with up to date information and keep them abreast of new developments in ICTs in order to serve their clientele better.

In personnel recruitment, it is therefore imperative to consider various factors such as what the post is, what the duties are to be performed, who among the qualified will best fill the post, the professional qualification, age and recommendations with respect to competencies. Durey, (1975) has rightly pointed out that regardless the person or the candidate, the task

of library management in appointment procedure should be the preparation of job description/job requirement, advertisement, application, test, interview, assessment, verification and evaluation. Salako, (2008) viewed that some essential requirement in selecting and assessing a staff is testing their ability this he further stressed would guarantee that the candidate would better be assessed through objectives standardized psychological tests rather than interview because good interviews are made not born.

### **Staff Development Programme of Personnel in the Library**

Staff development has increasingly become the subject in various academics libraries. Evans, (1982) defined staff development as to enhance library employee's ability to work for which that person was employed and there by enhance the efficiency of the library. Smith (2002) examined the pattern of staff development activities in Australian libraries, finding a commitment to staff development that is strategic, many of the libraries studied showed that the management has formal policies and organized staff development programmes.

The basic tenet of training/education is to instill certain intellectual abilities and skills on individuals with the view to developing them cognitively, practically and attitudinal to become useful to themselves and the society (Beavens 2004). It will not be out of place to say that education provides the desired knowledge, ability and skills to enhance the general practice and principles that could help in the practice of librarianship in its entire ramification for effective and proficient Services. Reagle (2006) observed that Library Education (LE) should encompass the training of an individual in both cognitive and practical abilities to select, acquire, organize and disseminate information in its most appropriate pattern for the benefit of the society. Adeola (2000) opined that the education and training of library workers should incorporate the necessary requirements that could recognize the practical and changing nature of the realities found in a library setting. Training should present essential principles by way of theoretical framework that could develop an individuals' mind and power of creative reasoning.

Bonk (2006) opined that the training of the library staff is a catalyst for the provision of effective, efficient and proficient Library services. He emphasized that this category of library staff requires strategic skills and theoretical knowledge to perform their duties. He added that their Education should be geared towards the mastery of specific task and local needs of their libraries. A preliminary interaction by the researcher with some of the non-professional library staff of the libraries under study, unfolds that they have not being given much opportunities to attain further Education and in house training. This ugly situation occurs because of the bureaucracy involved in the management of these libraries.

Moreover, library personnel who are given the ample opportunity to attain workshop, and seminars, could perform assigned tasks with high skill, competency and perhaps demonstrate some elements of job satisfaction. The training thus received from conference or seminar, has the potentials of enabling the worker to overcome challenges arising from the job, and makes him to contribute towards better services that could culminate into attainment of the library's objectives. Odeye (1989) subscribed to the above view, when he observed that a staff that is given the opportunity to attain training, would be equip with the necessary skills and knowledge to overcome tedious task. This situation will provide the employees a sense of accomplishment and reliance in the place of work.

Training personnel of any library is a "child of necessity" and not a luxury. This is based on the fact that, there are rapid and varied technological advances in all fields of human endeavors (Libraries inclusively). This category of staff requires new knowledge and skills in the use of newer information and communication technology (ICT) They need knowledge on how to use computers, internet, E-mails, data storage and processing machines, organization and management of data bases, and perhaps better ways to use (ICT) in selection, acquisition, organization of knowledge and resources, storage and retrieval devices and the effective dissemination of the various informational resources that manifest in several formats. Ahmed and Newman (2008) they also viewed that the training of the un-skilled personnel is a necessary requirement for the personnel to catch

up with the high and rapid information technology proliferation around the globe. Such knowledge will enhance job performance in line with modern technological trends and enhance satisfaction on the part of the employee.

### Motivational Factors of Library Personnel

Human beings we know are complex animals. An enquiry into the behavior and reasons for certain actions or inactions would certainly also reflect these complexes, varied and at times conflicting answers. Secondly and closely related to the above are individual differences. Factors responsible for motivation of individuals may differ from place to place and from person to person. Thirdly, motivational factors are also difficult to determine because of the unending nature of individual wants. The recognition of a particular need would greatly motivate the worker but most often than not, the output realized do not allude to this because once one need is met, others emerge. Fourthly basic needs take effect as motivators on different levels depending on the individual. The content theories of motivation represent a bold attempt to determine what factors are responsible for the motivation of people at work.

Essentially the content theories examine a factor that energizes, maintains, directs and stops behaviors. Thus, the central theme of this idea is what can be referred to as the need. Despite agreement by the content theories there are some needs that are responsible for the motivation of the employee, there is however disagreement as to what needs are. Thus today we can speak of Abraham Maslow's Hierarchy of needs and Herzberg's two-factor theory.

One theory of human motivation that probably has had the greatest impact on studies concerned with motivation in organization was that of Abraham Maslow (1943). He arranged human needs in a hierarchal manner comprising of five levels, It was his contention that once a particular level of need was satisfied, it no longer save to motivate leading to the next level of need that has to be activated in order to motivate the individual. The five levels in the need hierarchy propounded by Maslow (1943) are:

1. Physiological needs;
2. Safety needs;
3. Belongingness and love needs;

4. The esteem needs;
5. Need for self- Actualization.

Maslow suggests that once a need has been satisfied. Its ceases to motivate an individual, although the higher needs of esteem and self actualization are more powerful and self sustaining, and so satisfaction of these needs motivate a person towards further satisfaction of these needs.

Herzberg (1959) categorized the motivation of employees into two major components which are intrinsic motivators and extrinsic motivators. He explained that intrinsic motivators entail achievement, recognition and meaningful responsibilities. More so, those intrinsic motivators can lead to high job satisfaction, and, on the other hand, it could also lead to dissatisfaction when they fall short of the 'acceptable' standard. He added that extrinsic motivators like good working conditions, security of job, wages and the quality of supervision may not cause satisfaction. However, when the extrinsic factors do not meet the expectations of workers, they may have the feelings of dissatisfaction, which could negatively affect the effective performance of their duties.

Ballard (2007) observed that management could raise worker's performance, productivity, and job satisfaction, if they are allowed to work in flexible environment, use their initiatives in carrying out their jobs and providing avenues in which individual needs can be addressed. He stressed that the employees could put in their best and demonstrates job satisfaction, if job enrichment, job rotation, and job redesign, to make them versatile with the job are tailored towards considering the employees Individual needs. Caplan (1999) is of the view that a work environment which avail the worker the opportunity for self-actualization needs, could help in motivating personnel's to attain greater productivity and the feeling of actualizing the meaning of life.

### Job Satisfaction of Library Personnel

Salami (2006) is of the view that job satisfaction entails a situation where the employee could attain values compatible with his needs, ability to cope with mentally challenging work, having personal interest in the job; doing works which are not physically tiring and

receiving commensurate rewards for work done; availability of working conditions compatible to individual physical needs. He further stressed that job satisfaction could be attained when a work place provides a good social relationship between the employees and the management with whom he works with

Harry (2009) opined that Job satisfaction is the product of employee's level of educational attainment, personal competence, readiness and the ability to cope with the job contents, the work environment and other personal attributes that could lead to Job satisfaction. He explained that the personnel who have these attributes can perform and cope with the challenges of the job, and become satisfied; on the contrary, the personnel who lack such attributes may demonstrate some elements of dissatisfaction with the job.

Andrew (2005) defined Job satisfaction as the personal perception of the employee toward the work he/she is doing. He stressed that if the employee believes that the job has a positive impact on his needs and values, he is satisfied with the job, if on the contrary, he becomes dissatisfied with the job. A positive impact by the job on the value and needs of the employee propels him to perform, to earn recognition and promotion that could lead him/her to the apex of the career. Funke (2006) is of the view that, Job satisfaction of workers means a work force that is adequately motivated and committed to high quality performance, increased productivity and committed to the attainment of organization's goals. When workers are motivated they tend to put in the best performance in their place of work to earn further motivational packages that could lead to improved performance and Job satisfaction.

Beryl (2008) on the other hand viewed Job satisfaction as "the apportioning of job contents to employees having the right skill, educational qualification, experiences, attitude and the capabilities to do the right job". He emphasized that when the capabilities of an employee is considered in terms of the job contents, such employee can be motivated to perform better and derive Job satisfaction from the job he/she is doing.

### **Allowances/Pay Packages**

Kerlinger (2006) observed that monetary rewards may not be primary motivator of performance, or staff's satisfaction, rather good condition of service, favorable job security, flexible job design or job contents and the possibilities to attain the best in the job, could propel the employee to put in efforts and achieve job satisfaction. There are instances workers may prefer to work where they can attain job security and other humanistic considerations rather than a work with high pay but lack job security, complex job contents and its attendant dehumanizing effects.

Beckhard (2004) is of the view that good pay packages is a welcome development in work place but to some extent it does not serve as a motivator to performance and job satisfaction of workers. He explained that some employees can perform and be satisfied with their job even with a moderate pay package provided they observe having a future in the organization, if they are being treated humanely and their dignity as human being is being respected and when the job content is flexible, accommodative and not tiring and the job offers them the opportunities to have time for other activities and their family. He stressed that in as much as pay packages are good, some employees would exhibit non-compliance to work rules, absenteeism, laziness and non-performance of assigned duties which can negatively affect productivity.

Fred (2004) conceptualized benefits and salaries as the process of planning, organizing and controlling all the activities that borders on the direct and indirect payments made to the employee for the services rendered; wages on the other hand is the amount of cash paid to workers expressed in terms of rates per hour for work done. Salaries could mean pay period which do not depend on number of hours worked. He opined that employees tend to contribute to the attainment of the organizations goals when pay packages and rewards such as: money recognition and the opportunity for achievement is commensurate to the work done, that rewards could motivate the employees to direct their efforts towards realizing the organizations objectives and job satisfaction could be attained.

**Methodology**

This research employed Survey Research Method to ascertain the opinion of the personnel of the library under study. The population of the study is made up of eighteen (18) library personnel. The instrument used in this research is a self constructed, structured questionnaire. Data were analyzed using descriptive statistics (frequencies counts and percentages scores) presented in graphs and tables. The number of the personnel in the library were 18 and therefore

formed both the population and sample

**Response Rate**

Total of (18) copies of the questionnaire were administered to library personnel in Federal College of Education, Yola Adamawa State. Total of (13) copies were fully completed and returned, found usable and used for data analysis. This is represents (72.22%) response rate as shown below table 1

**Table 1:** Distribution of Respondents based on Response Rate

Total number of Questionnaire administered to Personnel	Copies of Retrieved Questionnaire	Percentage of Response
18	13	72.22%

**Source:** 2015 field study

**Data Analysis**

Data were collected, coded and entered in to Statistical Package for Social Science

(SPSS). Also collected data was analyzed using descriptive statistics such as frequency counts and percentage scores presented in tables.

**Table 2:** Demographic Information

	<b>Background information</b>	Frequency	Percentages
<b>1</b>	<b>Gender</b>		
a	Male	5	38.5
b	Female	8	61.5
	Total	<b>13</b>	<b>100</b>
<b>2</b>	<b>Age</b>		
	18-30	3	23.1
	31-40	4	30.7
	41-50	5	38.5
	51-60	1	7.7
	61 & above	0	0.0
	Total	<b>13</b>	<b>100</b>
<b>3</b>	<b>Highest Qualification</b>	<b>Count</b>	<b>%</b>
a	Professional staff	7	53.8
b	Non-professional staff	6	46.2
	<b>Total</b>	<b>13</b>	<b>100</b>
<b>4</b>	<b>Academic Qualification</b>		
A	First school leaving cert	0	0
B	Senior school cert exam	2	15.4
C	Diploma	7	53.8

D	Degree	1	7.7
E	Masters	3	23.1
	Total	13	100
<b>5</b>	<b>Working Experience</b>		
A	0-10	4	30.8
B	11-20	3	23.0
C	21-30	4	30.8
D	31 and above	2	15.4
	Total	13	100

Source: 2015 field study

Table 2 shows the demographic data. Thirteen respondents were used for this study, out of which there were 5 respondents represent 38.5% are males and 8 respondents represent 61.5% are female. This showed that the number of women surpassed that of men probably because the employment in the academic libraries favors women or men are not interested in library job in the library under study. With regard to personnel age 3 (23.1%) fall within the age bracket of 18 - 30 years; 4 (30.8%) of the total respondents were within the age range of 31 – 40 years; 5 (38.5%) were within the age range 41 – 50 years, while 1 (7.7%) were within the age range of 51-60. This implied that majority of the library personnel were between 31 and 40. Information on academic qualifications of the staff was sought in question three. Out of the 13 respondents used for this study, 0 (0%) there were no primary school

leavers, 2 (15.2%) were senior secondary school certificate holders, 7 (53.8%) were diploma holders, 1 (7.7%) has degree, while 3 (23.1%) were masters degree holders. This is a clear indication that majority of the personnel's 57% are diploma holders it implies that library personnel need to be train to acquire more degree certificate.

On the academic status 7 (53.8%) respondents are professionals, while 6 (46.2%) while, 4(30.8%) of the respondents are non professionals. It reveals slim majority of the personnel's are professionals. Information on working experience of the respondents 4 (30.8%) worked for ten years, 3 (23.1%) worked for 20 years, 4(30.8%) worked for 30 years while 2 (15.4%) worked for 35 years and above. It could be concluded that majority of the personnel have working experience in the library under study

Table 3: Personnel Recruitment

S/N	Were you recruited before starting the job?	Frequency	Percentages
	Yes	8	61.5
2	No	5	38.5
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>How are the personnel recruited in the library?</b>		
1	Application	8	61.5
2	Interview	5	38.5
	<b>Total</b>	<b>13</b>	<b>100</b>

Source: 2015 field study

Table 3 shows that, 8 (61.5%) of respondents were recruited before starting the job, 5 (3.85%) were not recruited; 8 (61.5%) of respondents were recruited to through application, while 5 respondents which represent

(53.8) were recruited through interview. This indicates that majority of the personnel were recruited before stating the job through application

**Table 4: Staff Development Programme**

S/N	Were you trained before starting the job?	Frequency	Percentages
1	Yes	7	53.8
2	No	6	46.2
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>How do you acquire skills in the library?</b>		
1	Seminar	4	30.8
2	Conference	0	0.0
3	In-house training	3	23.0
4	On-the job training	6	46.2
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>Have you ever been sponsored for an in service training program?</b>		
1	Yes	9	69.2
2	No	4	30.8
	<b>Total</b>	<b>13</b>	<b>100</b>

**Source:** 2015 field study

Table 4 shows that, 7 (53.8%) of respondents were trained before starting the job, 6 (46.2%) were not trained; 4 (30.0%) of respondents acquire skills through seminar, none of the respondents attend conference, 3 (23.1%) acquire skills through in-house training, while 6 respondents which represent (46.2%) acquire skills through on job training. 9 (69.2%) were

sponsored for in-service training, while 4 respondents which represent (30.8%) indicates they were not. This indicate that slim majority of the respondents were train before starting the job also sponsored for in- service training programme

**Table 5:** Motivational Factors

	<b>What motivate you to perform your duty diligently?</b>	Frequency	percentages
1	Salary	5	38.5
2	Promotion	6	46.2
3	Allowances	0	0.0
4	Others	2	15.3
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>Does attending refresher course motivate you?</b>		
1	Yes	12	92.3
2	No	1	7.7
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>Does the working environment motivate you to perform your duty?</b>		
1	Yes	12	92.3
2	No	1	7.7
	<b>Total</b>	<b>13</b>	<b>100</b>

**Source:** 2015 field study.

Table 5 shows that, 5 (38.5%) of respondents indicated that salary motivates them to perform their duty diligently, 6 (46.2%) indicated promotion; none of the respondents were motivated through allowances; while 2 (15.4%) of respondents indicated others with no specification; 12 (92.3%) of respondents indicated that attending refresher course motivate them, 1 (7.7%) indicated attending refresher

course does not motivate him; 12 (92.3) of the respondents were motivated by the working environment while (7.7%) of respondents indicated environment does not motivate him/her to perform. The findings in the table 5 reveals that promotions, refresher courses and the working environment motivate library personnel's to perform their duty

**Table 6: Job Satisfaction of Personnel**

	<b>Are you satisfied With your present job?</b>	Frequency	Percentages
1	Yes	13	100
2	No	0	0
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>Are you satisfied with the working condition and work Procedure in the library?</b>		
1	Yes	11	84.6
2	No	2	15.4
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>Are you satisfied with the Promotion procedure in your library?</b>		
1	Yes	8	61.5
2	No	5	38.5
	<b>Total</b>	<b>13</b>	<b>100</b>

**Source:** field study 2015

Table 6 shows that, 13 (100%) of respondents indicated that they were satisfied with their present job, 11 (84.6%) indicated they are satisfied with the working condition and work procedure in the library and 2 (15.4%) were not satisfied with the working condition and

procedure, while 8 (61.5%) of respondents indicated that they were satisfied with promotion procedure in the library, 5(38.5%) were not satisfied with the promotion procedure of the library. It is a clear indication that all library personnel were satisfied with their present job

**Table 7: Allowances/Pay Packages of Personnel**

<b>S/N</b>	<b>What are the categories of allowances your library gives?</b>	frequency	Percentages
1	Shifting allowance	11	84.6
2	Excess work load allowance	0	0.0
3	Overtime allowance	0	0.0
4	Hazard allowance	0	0.0
5	None	2	15.4
	<b>Total</b>	<b>13</b>	<b>100</b>
	<b>What type of welfare scheme does your library provide?</b>	Frequency	Percentages
1	Soft loan	1	7.7
2	Rent in bulk	0	0.0
3	Transport fare	0	0.0
4	None	12	92.3
	<b>Total</b>	<b>13</b>	<b>100</b>

**Source:** field study 2015

Table 7 shows that, 11 (84.6%) of respondents indicated that they enjoy shifting allowances, none of the respondents enjoy excess workload, over time and hazard allowances respectively; while 2 (15.4%) of respondents indicated enjoy none of the above; 1 (7.7%) of respondents indicated that they received soft loan as a welfare , none of the respondents enjoy rent in bulk, transport fare, while 12 (92.3%) of respondents indicated none of the above . it could be deduced that only few (7.7%) of the staff were given soft loan as a welfare in the library. One reason that could be account for this may be the total absence of welfare and allowances in institution

### Summary of findings

The findings of the study revealed that:

1. Majority of the library personnel were recruited before starting the job through application
2. A high proportion number of library personnel were trained before starting the job also sponsored for in- service training programme (staff development)
3. Majority of the library personnel reveals that promotions, attending refresher courses and the working environment motivate library personnel's to perform their duty
4. Majority of the library personnel were satisfied with their present job and the working condition
5. Only few of the staff were given soft loan as a welfare and allowance and pay packages in the library

### DISCUSSION

Majority of the library personnel were recruited through application before starting the job. Brigs, O. (1983) argues that library management should widely recruit personnel and device method of training them, he further lamented that, library management should aimed at not only recruiting the most suitable staff for their services but also re-train them.

Slim majority 7(53.8) of library personnel were trained before starting the job. They were also sponsored for in- service training programme (staff development) this agrees with Ahmed

(2008) and Newmann (2008) who agreed that, workers given the opportunities to attain the required training and education that will expose them to the various aspects of their job could perform effectively toward attaining organizations' goals. They opined that when such workers can perform as a result of the education and training received on their job requirement; they develop self confidence in doing their job and of course become satisfied with the job. This implies that if the library personnel's of Federal College of Education Yola acquire the knowledge, education, skill and training required, they will perform their work efficiently and effectively with confidence and training is one of the effective instrument of personnel development

On motivation promotions, attending refresher courses and the working environment are the factors that motivate library personnel to perform their duty. This result is in line with that of Caplan (1999) is of the view that a work environment which avail the worker the opportunity for self-actualization needs, could help in motivating personnel's to attain greater productivity and the feeling of actualizing the meaning of life.

Also on job satisfaction majority 9(69.2%) of the library personnel were satisfied with their present job and the working conditions. The finding agreed with the work of McClelland (2006) placed emphasis on the perfect match between individual needs and the conditions of service, such as job performance, salaries and wages, job involvement and other benefits that may lead to staffs' Job satisfaction. McClelland's view provide an indication that an employee whose individual needs are perfectly fused becomes emotionally stress free, happy with his work, and could put in his best towards achieving organizations' objectives. Tosi (2005) noted that an employee who is adequately motivated in line with his/her individual needs and individual differences is an asset to the organization. This is because such employee would intensify efforts in giving his best to the organization, and became more dedicated to their Job. The finding of this work agreed with the above studies probably because library personnel's in Federal College of Education Yola cherish good pay packages, promotions, education, training and other organizational

favors that could have a direct benefit to them; then considerations for their individual needs.

Finally, only 1 (7.7%) few of the staff were given soft loan as welfare and allowance/pay packages in the library, the findings is in line with the Howard (2006) Wandell (2004) who all opined that monetary incentives could serve as motivator and catalyst towards achieving goals. They stressed that every employee (library personnel) require good pay packages and benefits to enable them perform their duties effectively and happily. The result is contrary to the findings of Beckhard (2004) is of the view that good pay packages is a welcome development in work place but to some extent it does not serve as a motivator to performance and job satisfaction of workers

## CONCLUSION

The findings of this study reveal that majority of the library personnel were recruited through application before starting the job. On staff development it is also concluded that library personnel were sponsored for in-service training programme, attends seminars, and acquire skills through on the job training. Consequently, the findings of this study also revealed that promotions, attending refresher courses and the good working environment are the major factors that motivate library personnel to perform in the library. Also discovered was most of library personnel were fully satisfied with their present job and the working conditions in the library. Eventually, on allowances/pay packages only few 1 (7.7%) of the personnel that were given soft loan as welfare allowance they were denied excess work load, hazard and over time allowances in the library

## RECOMMENDATION

Based on the findings of the research the following recommendations were made;

1. The library Management of the College of Education Yola library should widely recruit personnel and device the method of training and retraining them after they were employed in the library.
2. On the staff development programme library management should also create an enabling environment for the library

personnel to undergo in-service training to obtain higher certificates and personnel should be send for conference, seminars and on job related training to acquire skills and competencies which include knowledge and behaviors enabling them to better serve their clientele in the library

3. Library Management should regularly promote library personnel when they are due and create conducive working environment, this will highly motivate them to perform efficiently and effectively. When there is no motivation library staffs perform below standard.
4. It is very difficult to satisfy human needs, but Management should endeavor to recognize and consider library personnel personal needs. That is job satisfaction of workers can be feasible when the job content or work group is built to address the personal interest of the staff,
5. Library management should endeavor to consider adequate allowance pay packages which includes rent in bulk, hazard and over time, that will be commensurate to efforts put in place by the library personnel's and that will encourage workers to perform better by providing them with necessary these benefits and other allowance

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