

A STUDY OF THE RELATIONSHIP BETWEEN INCENTIVES AND LIBRARY STAFF PRODUCTIVITY IN PUBLIC LIBRARIES IN ILORIN METROPOLIS, KWARA STATE, NIGERIA

By

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Abstract

This study examined the relationship between incentives and staff productivity in public libraries in Ilorin metropolis, Kwara State, Nigeria. The study was carried out in Kwara State library, Ilorin. Two research questions were formulated and answered in this study. They include: What is the level of financial and non - financial incentives provided to staff in public libraries in Ilorin metropolis? What is the level of staff productivity in public libraries in Ilorin metropolis? To this end, descriptive survey research method was adopted in this study. Eighty - six library personnel of Kwara State library were selected through total enumeration sampling technique. Data were collected using a structured, validated, pretested (Cronbach's alpha reliability coefficient value of 0.81, 0.88 and 0.73) and administered questionnaire titled "Incentive and Staff Productivity Assessment Questionnaire (ISPAQ)" which was designed through the extensive literature review. A response rate of 100% was achieved. Data were statistically treated with both descriptive and inferential statistics. Precisely, mean and standard deviation were used to analyse the research questions raised while, Pearson Production Moment Correlation (PPMC) statistics was used for testing the null hypotheses formulated at 0.05 significance level. The results revealed that, the level of financial incentives provided to staff was low (cluster mean = 2.15); the level of financial incentives provided to staff was moderate (cluster mean = 2.67) while, the level of staff productivity was also at moderate level (grand mean = 2.67). Findings from the tested null hypotheses revealed that, there was a weak correlation between financial incentives and staff productivity ($r = 0.209$; $p < 0.05$); and there was a positive correlation between non-financial incentives and staff productivity ($r = 0.326$; $p < 0.05$). The study concluded that both financial and non-financial incentives influenced staff productivity in public libraries in Ilorin, with non-financial incentives having a greater influence. Based on the findings and conclusion observed, it was recommended that, library managers should recognised the role of both financial and non-financial incentives in boosting the morale of their employees for efficiency and optimum productivity.

Key Words: Financial Incentives, Non-financial Incentives, Staff, Productivity

Introduction

In most public establishment especially public libraries, the desire to achieve optimal level of staff productivity is very congenial to the attainment of organizational goals and objectives. To attain this level, management of any organisation needs to look in wards as to how best the staff's morale can be boosted through a number of incentives as sea of researches over the years are looking into how best workers can be motivated and how the employees were expected to behave and conduct themselves for the purpose of organisational effectiveness and a high level of productivity. Therefore, the continued existence and functioning of an organisation as noted by John (2016) depends largely on the extent to which adequate incentives

both financial and non-financial are provided. Henman (cited in Bamgbose & Ladipo, 2017) elaborated that when incentives are properly used, they can be a vital tool to get the most out of the employees and at the same time enhance higher productivity. The authors asserted further that a manager that wants to succeed and at the same time gets the best out of his employees, must, as a matter of compulsion employ different forms of incentives such as: giving overtime bonuses, paying wages and salaries comparable to the profession, allowing employees to participate in decision-making, using positive words to applaud a good job or hard work, exercising patience with employees, showing understanding of their predicament and being dedicated to their well-being.

Mohammed, Mashi and Salisu (2017) added that no matter the size of an organization, as well as the scope and richness of the collection, the manager of a library cannot meet his set goals if the staff are not well-trained, properly equipped and highly provided with incentives. This is because any employees provided with high level of incentives tend to work hard and perform better in their work as compared to the employees who are provided with poor incentives (Machara & Jain, 2016; Obeidat & Al Dwairi, 2015). Therefore, the provision of adequate incentives in any organization especially academic libraries becomes imperative as it has the potential to: increase productivity; drive or arouse a stimulus work; enhance commitment in work performance; psychologically satisfy a person which leads to job satisfaction; shape the behaviour or outlook of subordinate towards work; inculcate zeal and enthusiasm towards work; and get the maximum of employees capabilities so that they are exploited and utilized maximally.

Despite the prospects incentives can bring to organizational success, the researcher is concern about the uphill task of library managers in providing adequate financial and non-financial incentives for sustaining or improving higher level of staff productivity in public library workplace considering the present economic downturns which is ravaging most state-owned organizations in Nigeria. Also, available literature review revealed that incentives analyses in public libraries are limited and have been focused on motivational strategies or what motivates people. All these however attracted the attention of the researcher into exploring the effect of incentives on staff productivity in public libraries in Ilorin metropolis with specific reference to Kwara State library, Ilorin.

Statement of the Problem

In spite the fact that the Kwara State Government has succeeded in building public libraries in the State, lack of enthusiastic library staff in the delivery of quality service seem to be burning issues. There are many aspects in the library that depict that some public librarians are not really happy with their jobs. According to the researchers' observation and experience during a library visits; the library staffs seem to be demotivated as most library users are always complaining about poor service delivery. Another observation is that most public library activities such as, accessioning and cataloguing of donated books were neglected, thus leading to a backlog of unprocessed books. Books on the shelves were not well arranged and users found it very difficult to locate the information materials they need. All these problems may be due to poor or inadequate incentives provided to staff as recent development in Ilorin metropolis and Kwara State in general revealed that: staff were been owed accumulated salaries, arrears and entitlement for months; the State library is also lacking the necessary facilities for staff to discharge their duties; staff are not been provided with opportunities for professional development as the government have implemented the study leave without pay. All these are premised on the dwindled revenue of state government as a result of the present economic recession. In such a situation it might be difficult for public library staff to be motivated in giving their best. Given the above, the researcher undertook a study to explore the impact of incentives on the productivity of library staff productivity in public libraries in Ilorin metropolis, Kwara State, Nigeria.

Research Questions

In addressing the problem of this study, the following research questions were raised:

1. What is the level of financial and non-financial incentives provided to staff in public libraries in Ilorin metropolis?
2. What is the level of staff productivity in public libraries in Ilorin metropolis?

Research Hypotheses

The following null hypotheses were formulated and to be tested at 0.05 level of significance.

- Ho₁: There is no significant relationship between provision of financial incentive and staff productivity in public libraries in Ilorin metropolis.
- Ho₂: There is no significant relationship between provision of non-financial incentive and staff productivity in public libraries in Ilorin metropolis.

Literature Review

Theoretical Framework

Theories have great values on the field of research. A theoretical framework provides the basis upon which studies are built. This study will, therefore, hinge on the: incentive theory of motivation and Productivity Approach Model.

Incentive theory began to emerge during the 1940s and 1950s, building on the earlier drive theories established by psychologists such as Clark Hull. Rather than focus on more intrinsic forces behind motivation, the incentive theory proposes that people are pulled toward behaviors that lead to rewards and pushed away from actions that might lead to negative consequences (Cherry, 2018). For illustration, two individuals may act in different ways in the same situation based entirely on the types of incentives that are available to them at that time. This simply indicates that incentives can be used to get people to engage in certain behaviors, but they can also be used to get people to stop performing certain actions. Thus, the incentive theory is of importance to this present study as it is one of the major theories of motivation and suggests that behaviour is motivated by a desire for reinforcement or incentives.

The tenets of Productivity Approach Model (PAM) which is regarded as the “most logical approach” to study employee’s productivity could be traced to Ashraf and Abd-Kadir in 2012 and its focuses on output by using competency, skills and effectiveness on the job as output to measure performance. According to Ashraf and Abd-Kadir (2012), the basic assumptions for PAM is that there should be a general agreement on the specific job duties and responsibilities of an employee and how these employees will discharge them as well as feel committed to carry these assigned tasks out. In other word, this approach is relevant to this study because it focuses on the output (productivity) of library staff and on evaluating how well they have been discharging their duties effectively which is dependent on how well both financial and non-financial incentive are provided to library staff in public libraries in Ilorin.

Conceptual Review

Conceptualization of Incentives

Authorities have variously defined incentives. Armstrong (2015) defined incentive as the inducement or supplemental reward that serves as a motivational device for a desired action or behavior. According to Heathfield (2018), an incentive is an object, item of value or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive. In a more elaborate definition, Juneja (2019) described incentives

as all those measures which are used to motivate people for improving their performance. It means something extra or more than the regular salary or wages. These incentives can be either financial or non financial (Armstrong, 2015; Cherry, 2018; Heathfield, 2018).

Financial incentives also known as monetary incentives are those incentives which satisfy the subordinates by providing them with rewards in terms of money. Obeidat and AL_Dwairi (2015) posited that financial incentives in libraries mean the amounts paid for librarians in libraries, either in the form of a lump sum or in the form of monthly payments including all additional income of the individual efforts. They are considered the oldest forms of incentives which are characterized by quick and immediate form that make individuals feel of an immediate feedback of their efforts. Juneja (2019) suggested that: salaries, bonuses, promotion, day work, measured day work, piece work, and profit sharing are amongst the financial incentives common in most formal organization.

Besides the financial incentives, there are certain non-financial incentives which can satisfy the ego and self- actualization needs of employees (Heathfield, 2018). The incentives which cannot be measured in terms of money are under the category of “Non- monetary incentives”. Obeidat and AL_Dwairi (2015) stated that, whenever a manager has to satisfy the psychological needs of the subordinates, he/she makes use of non-financial incentives. However, the most prominent non-financial incentives in organizations include: social incentives e.g. Medical services, life assurance, health insurance, recreational programme, cafeteria, housing, legal and financial counselling, and educational assistance, acceptance of employees' suggestions, praise, recognition of job well done, friendliness, honesty and job security. Cherry (2018) added that non-financial incentives could be in the form of participation in decision-making, certificates of thanks and positive reception, training for distinguished librarians.

Staff Productivity

The interest of researchers in investigating the germane nature of staff productivity as a variable in library science and management is due to its immense importance to the individual, public libraries and the society at large. Productivity as been defined by Babalola (2014) is the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. Upev, Chorun and Idachaba (2015) opined that staff productivity involves quantity and quality of outcomes from individual or group effort attainment. Applying this definition to the library, the Librarians' Registration Council of Nigeria cited in Abdulraheem and Atunde (2018) described productivity of library staff in terms of

competencies and skills library personnel should possess and demonstrate, which include: cognitive ability, practical skills, general skills and behavioural attributes. Under the cognitive ability, the library personnel should demonstrate competencies in their areas of specialisation and should be able to: analyse diverse communities in order to identify members' needs that can be met through library/information services; and understand professional ethics and support the tenets of the profession. Library personnel should also possess practical skills in: collecting, assembling, analysing and writing field reports; managing library and information services; and organising and managing learning and information resources. The general skills include: attending staff meetings and other official functions punctually; and communicating meaningfully with colleagues, library users and the library community at large. Under the behavioural attributes, library personnel should demonstrate interest/enthusiasm by participating in programmes that can promote growth and progress in the library and information sector.

On this basis, Iroaganachi and Nkiko (2016) argued that in measuring the productivity of library personnel, the indicators to be considered include: commitment to duty, ability to work without close supervision, regularity in location/duty post, outstanding leadership skills, and contribution to the growth and development of the organization. Madukoma (2015), Mohammed, Mashi and Salisu (2017) and Yaya, Uzohue and Akintayo (2016) in their individual contributions to the paradigm of job performance measurement proffer that performance of personnel can be done through continuous assessment and measurement using Assessment Performance Appraisal (APA) form whose content depends on the goals and objectives which the organisation wants to achieve. Pang and Lu (2018) further suggested professional practice, ability to work with co-workers, punctuality at work, ability to attend promptly to request from clients, communication skills and meeting minimum requirements for promotion as indices for measuring productivity of library personnel.

Studies on Incentives and Library Staff Productivity

Machara and Jain (2016) adopting the triangulation approach to research surveyed the factors affecting staff motivation in three selected public libraries in Botswana. The study revealed that, factors that de-motivate librarians include: job security; interpersonal relations at work; policies and procedures; working environment; benefits; and supervision.

In a Ghanaian study, Lamptey, Boateng and Antwi (2013) examined motivation of librarians, the effect of motivation on performance, the views of librarians on motivation, the level of satisfaction of librarians and the effort the public university managements are making to

motivate librarians. Using a survey method, questionnaire were designed and distributed to seventy-two targeted librarians in six public universities in Ghana. The study revealed that, 88.1% of the respondents indicated that there are prospects for promotion, 50.8% indicated that management did not make any effort to motivate librarians, 93.2% of the respondents responded that librarians enjoy housing benefit, 91.5% indicated that they do not benefit from study leave with pay outside librarianship, 98.3% of the respondents indicated that they also benefit from medical expenses refund. Further the study confirmed that, 60% of the respondents indicated that these benefits are not easy to get due to bureaucracy and frustrations in the system.

In a Nigerian study, Bamgbose and Ladipo (2017) assessed the influence of motivation on employees' performance and productivity in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design with a sample of 322 library staff from four selected academic libraries. The study found that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees; and that most of the motivational parameters have influence on the performance of the library employees to a very great extent. The study showed that many staff were uncertain about the future of their career, while there was also lack of complete senior management commitment and support. The study recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity.

Upev, Chorun and Idachaba (2015) examined the impact of motivation on personnel performance and productivity at the Francis Sulemanuu Idachaba Library, University Of Agriculture, Makurdi-Nigeria, using structured questionnaire and interview tools administered on 72 para-professional personnel. The study revealed that motivating factors that influenced higher performance include participation in decision making, job security, challenging work assignment, monetary reward and job incentives. The study also revealed that personnel productivity at the Francis Sulemanuu Idachaba Library, University Of Agriculture, Makurdi-Nigeria was at its lowest ebb.

In another cross-sectional study (Obajemu, Dekpen & Ojo, 2012) conducted among 80 staff of the libraries of University of Lagos (Akoka main Library, College of Education and College of Medicine, Idi-araba, Lagos), it was found that, many (76%) of the employees preferred increase in salary and promotion; 27% of the staff wanted medical services, recreation was 5%, while pension scheme was 10%; and 69% of the staff wanted their efforts and

competence on the job to be appreciated and recognized; 100% of the pooled responses confirmed that library staffs are not attending training regularly; 72% indicated that promotions were not rapid as staff would have spent between 4-6 years before been promoted to the next grade level. Accordingly, the study also revealed that 52% strongly agreed that workers' participation in decision-making will be a morale booster, 62% strongly agreed that incentives would motivate workers and promote a sense of belonging within the organization, 53% believed or strongly agreed that opportunity for promotion to greater responsibilities and corresponding higher pay motivate workers, 86% strongly agreed that adequate and proper training of would lead to efficiency.

Having observed the reviewed studies, most of the studies were conducted in university library not state libraries. Also these studies were carried out outside the geographical scope, as well as some of the contextual scope of the study. In view of this apparent gap in the available body of research literature, this study was carried out as it is hoped that the findings will make significant contributions to the management of public libraries in Nigeria especially in the area of organizational performance and management.

Methodology

The descriptive research of a survey type of design was adopted for this study. The choice of this design was because of its usefulness in gathering data relating to peoples' opinion, organization practice and behaviour over a short period of time.

The study was carried out in Kwara State-owned library located in Ilorin. The library has a total of 86 personnel. Thus, the population of this study comprised 86 library personnel in Kwara State library in Ilorin (Source: personal contacts and visits to the library). In view of this population which is relatively manageable, the total enumeration sampling technique was used for the selection of participants for the study. That is, the entire 86 library personnel working in the public library in Ilorin metropolis were not sampled. This is in line with the assertion made by Nastasi and Schensul (2015) that a researcher can adopt the entire population in a study if it is manageable, accessible to subjects of the study and will not create problem in terms of cost.

Data for this study was gathered through the use of questionnaire tagged "Incentives and Library Staff Productivity Assessment Questionnaire" (ILSPAQ) which was administered on all the library managers, library officers and library assistants in the studied library. The questionnaire was a close ended form of questionnaire based on a four (4) point Likert scale

which were rated 4, 3, 2 and 1. The instrument was face validated by two experts in Library and Information Management and one evaluation specialist. Their independent feedback was used to revise the questionnaires to ensure that they cover the issues being investigated in the study. To ascertain the reliability, a pilot study was conducted on 10 library personnel. Their responses were analysed using Cronbach's Alpha Reliability method with Statistical Package for Social Science (SPSS) 20.0 version. The reliability coefficient value of 0.81, 0.88 and 0.73 were obtained for financial incentive, non-financial incentives and staff productivity scales respectively.

Furthermore, the researcher with the help of two research assistants administered 86 copies of the instrument on the respondents to get or gather information with the use of direct delivery technique. The questionnaires were retrieved on the spot. In addition, data collected in the course of this study were presented and analyzed with descriptive such as mean and standard deviation to answer the research questions while, inferential statistics of Pearson product moment correlation (PPMC) statistics was used to test the formulated null hypotheses at .05 level of significance.

Findings and Results Analysis

The results of this study were presented in tables according to the individual research questions and hypotheses.

Research Question 1: What is the level of financial and non-financial incentives provided to staff in public libraries in Ilorin metropolis?

In analysing research question 1, a cut-off point of 2.50 was considered. This implies that if $\text{Mean} > 2.5$, the item is accepted and when the $\text{Mean} < 2.5$, the item is rejected. The cluster and grand mean values were rated as: 3.25 – 4.00 for High Level (HL), 2.50-3.24 for Moderate Level (ML) and 0.00-2.49 for Low Level (LL).

Table 1: Mean scores on the level of financial and non-financial incentives provided to staff in public libraries in Ilorin metropolis.

S/N	Items	\bar{X}	SD	Decision
FINANCIAL INCENTIVES				
1	Staff salary is regularly paid	2.42	0.91	LL
2	Staff wages/salaries are reviewed and increased regularly	2.03	0.85	LL
3	Staff arrears are paid on time	2.11	0.97	LL
4	Overtime allowance are paid to staff accordingly	2.22	0.98	LL
5	Leave bonuses are paid to staff yearly	2.19	1.08	LL
6	Study leave with pay are given to deserving staff	1.98	1.07	LL
7	Fringe benefits like housing loans, car loans, transportation allowance etc are given to staff	2.56	0.85	ML
8	Gift/ bonuses are given to staff for outstanding performance	2.00	0.96	LL
9	The retirement benefits (pension and gratuity) for library personnel are good and paid on time.	1.78	1.03	LL
10	The general condition of service which library personnel work is good	2.21	0.92	LL
	Cluster Mean	2.15	0.96	Low
NON-FINANCIAL INCENTIVES				
11	Staff are given autonomy to carry out statutory duties.	2.65	0.78	ML
12	Staff are given increased job responsibilities and important designation.	2.60	0.79	ML
13	Staff are allowed to go on leave (sabbatical, annual, maternity etc).	3.51	0.63	HL
14	Staff are appreciated and recognized for their efforts and competence on the job.	2.75	0.52	ML
15	Staff suggestions are accepted and recognized	2.56	0.85	ML
16	The library management organizes annual merit award for best performing staff	1.97	0.78	LL
17	Staff are provided with necessary facilities and equipments to carry their duties	2.59	0.81	ML
18	Staff are provided with opportunities for career development	3.26	0.83	HL
19	Staff are regularly appraised for promotion, and given promotion as at when due.	2.29	1.20	LL
20	Staff work under good conditions and their job is secured	2.48	0.96	LL
	Cluster Mean	2.67	0.82	Moderate

Key: X = Mean, S. D = Standard deviation

An overall analysis from table 1 shows that the level of financial incentives provided to staff in public libraries in Ilorin metropolis was low (cluster mean = 2.15) while, the level of financial incentives provided was moderate (cluster mean = 2.66).

Research Question 2: What is the level of staff productivity in public libraries in Ilorin metropolis?

In analysing research question 2, a cut-off point of 2.50 was also considered. The individual and grand mean score were interpreted as follows: 3.25 – 4.00 were classified as high, 2.50 – 3.24, indicated moderate, and mean values < 2.50 were classified as low.

Table 2. Mean Scores on level of staff productivity in public libraries in Ilorin metropolis.

S/N	Items	Mean	S.D	Decision
	Library staff:			
21	Are punctual and come to work at a scheduled time.	1.94	0.92	Low
22	Exhibit a good level of interpersonal and communication skills (written and oral).	3.57	0.68	High
23	Demonstrate mastery/proficiency of their job.	2.95	0.67	Moderate
24	Takes appropriate action on student request/problems as necessary.	1.82	0.81	Low
25	Effectively collaborates with other department members as necessary.	2.43	0.91	Low
26	Are proficient in the use of ICT facilities for administrative duties and solve students' problems.	3.09	0.66	Moderate
27	Possesses the ability to make effective use of time.	2.48	0.91	Low
28	Work consistently without close supervision.	2.83	0.52	Moderate
29	Meets work deadlines.	2.24	1.02	Low
30	Deals appropriately with confidential information and sensitive situations.	3.65	0.75	High
31	Maintenance of high standard on the job.	2.66	0.77	Moderate
32	Makes contributions which improve the internal and external operations of the library.	2.42	0.91	Low
	GRAND MEAN	2.67	0.62	MODERATE

Key: S. D = Standard deviation, Dec. = decision

Regarding the productivity of staff in Kwara State library indicated in table 2, mean values of 3.65 and 3.57 on items 22 and 14 respectively revealed that the productivity of library staff in terms of dealing appropriately with confidential information and sensitive situations and exhibiting a good level of interpersonal and communication skills (written and oral) were rated at high level. Also, the mean values 3.09, 2.95, 2.83, and 2.66 on items 18, 15, 20 and 23 respectively, indicates that the productivity of library staff in terms of: been proficient in the use of ICT facilities for administrative duties and solve students' problems; demonstrating mastery/proficiency of their job; working consistently without close supervision; and maintaining high standard on the job were rated moderate. Also, when summing up, the grand mean value of 2.67 revealed that the productivity of staff in Kwara State-owned library, Ilorin is above criterion limits of 2.50. This indicates that the productivity of library staff was at moderate level.

Test of Hypotheses

Ho₁: There is no significant relationship between provision of financial incentive and staff productivity in public libraries in Ilorin metropolis.

Table 3: Correlation between provision of financial incentive and library staff productivity

Variables	Mean	SD	N	p-value	Cal. r-value	Decision	Remark
Provision of financial incentive	21.50	9.62	86	0.010	0.209	Ho ₁ rejected	Sig.
Library staff productivity	32.08	7.49					

p < 0.05; df = 84; critical r = 0.197

As indicated in table 3, the p-value (0.010) is less than .05 level of significance for 84 degrees of freedom. Hence, the null hypothesis is rejected. This shows that there was significant weak relationship between provision of financial incentive and staff productivity in public libraries in Ilorin metropolis ($r = 0.209$; $p < 0.05$).

Ho₂: There is no significant relationship between provision of non-financial incentive and staff productivity in public libraries in Ilorin metropolis.

Table 4: Correlation between provision of non-financial incentive and library staff productivity

Variables	Mean	SD	N	p-value	Cal. r-value	Decision	Remarks
Provision of non-financial incentive	26.67	8.15	86	0.001	0.326	Ho ₂ rejected	Sig.
Library staff productivity	32.08	7.49					

p < 0.05; df = 84; critical r = 0.197

As indicated in table 4, the p-value (0.001) is less than .05 level of significance for 838 degrees of freedom. The null hypothesis is consequently rejected. This is an indication that, there was significant positive correlation between provision of non-financial incentive and staff productivity in public libraries in Ilorin metropolis ($r = 0.326$; $p < 0.05$).

Major Findings

The first research question sought to determine the level of financial and non-financial incentives provided to staff in public libraries in Ilorin metropolis. Result reveals that, the level of financial incentives provided to staff was low while, the level of financial incentives provided to staff was moderate. This finding might be attributed to the fact that such non-tangible

incentives like autonomy to carry out duties, annual leave, delegation of authorities, appreciation of job done, conducive work environment and conditions of work according to Machara and Jain (2016) are often determined at the organizational level, and may be within the control of organizational managers. While, tangible incentives like pay, bonuses, fringe benefits, security, and promotion are often determined by the government or proprietor of an organization which may be largely outside the control of library managers (Abdulraheem, 2018). This finding contradicted that of Obeidat and AL_Dwairi (2015) who found out that, financial incentives were highly provided to staff in Jordanian academic staff than moral incentives.

The second research question sought to examine the level of staff productivity in public libraries in Ilorin metropolis. The study revealed that the level of productivity among staff in Kwara State library, Ilorin was at moderate level (grand mean value of 2.65). This finding reflects the level of morale, enthusiasm and attitude of library staff towards their job as a result of the low and moderate level of financial and non-financial incentive respectively provided to staff, as found in this study (see table 1). This finding contradicts that of Akor (2014) and Amusa, Iyoro and Olabisi, (2013) who in their independent studies found that the job performance of librarians in public universities in South-West and North-Central, Nigeria respectively was on a low level.

Findings further revealed that the two null hypotheses tested were rejected. The first null hypothesis shows that there was significant weak relationship between provision of financial incentive and staff productivity in public libraries in Ilorin metropolis ($r = 0.209$; $p < 0.05$). This finding can be explained by the fact when employees are denied their salaries, deprived of fringe benefits, stagnant on a position and are fed up with the general working conditions, they will view their jobs as dead ends and therefore have no pride in their work thereby exhibiting poor behavioural attitude to work which may have an adverse effect on productivity level. This is in line with the findings of Obajemu, Dekpen and Ojo (2012) who reported that, a poorly remunerated staff is lowly motivated to perform his job effectively (63%).

Findings from the second hypothesis affirmed that, there was significant positive correlation between provision of non-financial incentive and staff productivity in public libraries in Ilorin metropolis ($r = 0.326$; $p < 0.05$). This implies that the higher non-financial incentives like challenging work, conducive environment, job satisfaction, and autonomy are provided, the higher the level of productivity of library staff in Kwara State library, Ilorin. This finding corroborated a study (Obeidat & AL_Dwairi, 2015) carried out among 24 academic libraries in Jordan which reported that there exist a relationship between moral incentives and employees'

performance ($p < 0.05$) as well as between moral incentives and internal library process ($p < 0.05$) and users' satisfaction ($p < 0.05$) in Jordanian academic libraries. This finding is also in consistent with a Nigerian study (Bamgbose and Ladipo (2017) conducted in some academic libraries in Lagos State which revealed that, the use of moral and psychological incentives like participation in decision-making, certificates of thanks and positive reception, and training for distinguished librarians led to early reporting to work, friendliness with supervisors and colleagues for doing task, time effectiveness on the task, enhances best utilization of resources at work, encourage staying on the job, improves inner satisfaction on the job and improve productivity of employees.

Conclusion

The findings of this study have given an empirical evidence to substantiate the important roles incentives plays in organisational success and work effectiveness of the employees. Based on the research, the level of financial incentives provided to staff was low while, the level of financial incentives provided to staff was moderate. More so, the level of staff productivity was at moderate level. The findings also showed that both financial and non-financial incentives influenced staff productivity with non-financial incentives having a greater influence.

Recommendations

1. the provision of non-financial incentives like leave (sabbatical, annual, maternity etc), and opportunities for career development, should be highly maintained while, organizing of annual merit award for best performing staff, regularly appraisal for promotion, and promotion as at when due as well as good working conditions and job security should be improve upon by the library management.
2. the level of provision of financial incentives like regular payment of salaries, overtime allowances, bonuses, and fringe benefits as well as study leave with pay should be vigorously improve upon by the State government and library management in order to boast and improve staff welfare.
3. Library managers should also recognised the role of both financial and non-financial incentives in boosting the morale of their employees for efficiency and optimum productivity.

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