

Staff Motivation in Academic Libraries: A Case Study of the Gambia National Library

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Abstract: This study investigates staff motivation at the Gambia National Library and its impact on employee performance and service delivery. Motivation is shown to be crucial for institutional effectiveness, yet a significant gap exists between staff expectations and current motivational practices. Demotivating factors include poor communication, limited recognition, few career progression opportunities, and underinvestment in staff development.

Using a quantitative descriptive design, structured questionnaires were administered to 45 permanent staff members (90% of the workforce). The study assessed motivational factors such as recognition, supervision, remuneration, training, and promotion, and measured workforce effectiveness through staff morale, task completion, and productivity. Data analysis revealed a strong positive correlation between motivation and performance (Pearson's $r = 0.72$, $p < 0.01$). Recognition (82%), training (76%), and promotion (68%) were identified as key motivators, though only 44% were satisfied with remuneration. Staff with higher motivation were 35% more likely to meet or exceed performance targets.

Findings confirm that both intrinsic and extrinsic motivators are vital for staff effectiveness. Leadership style, organisational culture, and participatory decision-making also play important roles. The study recommends transparent communication, regular training, merit-based rewards, and a supportive work environment to sustain motivation and improve institutional outcomes.

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I. INTRODUCTION

Libraries are vital institutions that enable access to knowledge essential for education, research, and lifelong learning. From their traditional role as repositories of books, libraries have evolved into dynamic centres that offer a range of resources—books, periodicals, audiovisual materials, databases, and digital platforms—accessible through both physical and virtual means. Beyond access to materials, libraries also offer expert assistance, quiet study spaces, and digital connectivity to support diverse user needs.

Staff motivation is a critical determinant of service quality in libraries. Motivation, the internal drive that energizes and directs behaviour toward goal achievement, directly influences job performance and organizational commitment (Luthans, 1998). It may be intrinsic, driven by personal satisfaction, or extrinsic, influenced by external factors such as compensation or recognition (Ryan & Deci, 2000). In libraries, where service delivery hinges on the engagement and dedication of employees, motivation is indispensable.

National libraries, such as the British Library, the Library of Congress, and the Gambia National Library, serve as custodians of a nation's literary and cultural heritage. These institutions are typically established through legal mandates and are responsible for collecting, preserving, and providing access to national and international publications. The Gambia National Library, located in Banjul, was established in 1971 following its origins as a British Council initiative. Governed by the Gambia National Library Services Authority under the Ministry of Tourism and Culture, the library holds over 115,000 books and numerous periodicals and archived materials. It provides services including adult and children's libraries, school bulk lending, and mobile outreach. It also serves as a legal depository and national bibliographic centre.

With modern facilities such as a 300-seat reading hall and internet-enabled computer rooms, the library fulfills dual roles as both a national and public library. Staff responsibilities range from cataloguing and reference support to training and collection maintenance, structured under a management hierarchy comprising a Director General, Deputy Director, Senior Librarians, and Library Assistants.

Motivating staff is essential to fostering efficiency and job satisfaction. Motivation can arise from recognition, encouragement, or a sense of respect and appreciation. Managers play a central role in creating a workplace culture that fosters motivation, retention, and productivity (Bateman & Snell, 1999). Motivation enhances employees' desire to pursue performance goals and helps overcome workplace challenges (Jones, 2000).

For organizations like libraries, motivation is particularly significant because it influences staff behaviour and performance. Without motivation, employees may underperform, disengage, or seek employment elsewhere. Motivated staff are more likely to align with organizational objectives, seek professional growth, and contribute to institutional effectiveness (Steers & Porter, 1979). Motivation also promotes a healthy balance between employees' capabilities and their willingness to perform, resulting in higher productivity and operational success (Andretti, 2001).

Low staff motivation often leads to poor performance, higher turnover, and reduced client satisfaction. It may result from organizational instability, unclear goals, or limited growth opportunities. A motivated workforce, on the other hand, is more resilient, proactive, and capable of meeting institutional goals. Managers must therefore prioritize motivation as a strategic component of human resource management (Shemiah, 2017).

At the Gambia National Library, staff motivation is fostered through several initiatives. Training and development opportunities are provided to enhance employees' skills and support career advancement. This not only prepares employees for internal promotion but also contributes to the institution's reputation as a desirable workplace.

Incentives such as overtime pay for work beyond regular hours and annual awards—including "Most Hardworking Staff" and "Most Punctual Staff"—serve as additional motivation. These initiatives acknowledge staff contributions and reinforce a culture of excellence. However, the effectiveness of these strategies has yet to be fully evaluated, and literature on staff motivation specific to the Gambia National Library remains limited.

➤ *Objectives of the study*

The study aims to:

- Investigate factors that contribute to staff motivation at the Gambia National Library
- Identify methods used to motivate staff
- Explore challenges faced by management in motivating staff

II. LITERATURE REVIEW

Motivation is a foundational concept in understanding human behaviour, especially within organizational settings. It refers to the internal psychological processes that energize, direct, and sustain behaviour toward achieving specific goals

(Luthans, 2011). Although it is intangible and cannot be directly observed, motivation is evident through individuals' actions and performance outcomes. As such, comprehending its dynamics is essential to enhancing employee engagement, satisfaction, and organizational effectiveness.

A range of motivational theories has emerged over time, each offering unique perspectives on what drives individuals to perform. These include Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Alderfer's ERG Theory, McClelland's Theory of Needs, McGregor's Theory X and Y, Vroom's Expectancy Theory, and Goal-Setting Theory. These models emphasize the roles of needs, expectations, rewards, and goals in influencing employee behaviour and performance.

➤ *Motivation in Organizational Contexts*

In today's dynamic and competitive work environments, employee motivation is increasingly recognized as a strategic asset. Motivated employees exhibit higher levels of commitment, innovation, productivity, and job satisfaction. Conversely, unmotivated staff may demonstrate apathy, inefficiency, or turnover intent. Organizations that address employees' diverse needs—physical, emotional, mental, and even spiritual—are more likely to cultivate high-performing, resilient workforces.

Kimani (2015) notes that modern organizations employ various motivation-enhancing strategies, including promotion opportunities, incentive schemes, and employee recognition programs. These strategies signal investment in human capital and foster a culture of loyalty and engagement. Schwartz (2013) further emphasizes that when employees feel valued and empowered, they reciprocate through increased effort, collaboration, and service quality.

Some of the primary benefits of effective motivation strategies include:

- Increased commitment: Motivated employees are more likely to dedicate themselves to achieving organizational goals.
- Higher job satisfaction: A positive work environment fosters satisfaction, which supports retention and innovation.
- Continuous development: Motivation encourages lifelong learning and skill enhancement.
- Improved efficiency: Motivation enhances both the ability and willingness to perform tasks effectively.

➤ *Maslow's Hierarchy of Needs*

Maslow's (1987) theory is among the most well-known motivational frameworks. It posits that human needs are structured in a five-tier hierarchy: physiological, safety, belongingness, esteem, and self-actualization. Individuals must fulfill lower-order needs—such as food, shelter, and job security—before pursuing higher-level needs like recognition and personal growth. Although the theory's linear structure has been critiqued for its rigidity, it remains a useful tool for designing workplace strategies that align with employees' motivational states (Kotze, 2009; Kreitner & Kinicki, 2013).

➤ *Alderfer's ERG Theory*

Building on Maslow's work, Alderfer (1969) developed the ERG Theory, which condenses needs into three categories: Existence, Relatedness, and Growth. Unlike Maslow, Alderfer suggests that individuals can pursue multiple needs simultaneously and may regress to lower-level needs when higher ones are frustrated—a concept known as the frustration-regression principle. This adaptability makes the ERG Theory especially relevant in dynamic organizational settings where employee priorities frequently shift (Wanous & Zwany, 1977).

➤ *Herzberg's Two-Factor Theory*

Herzberg et al. (1959) distinguish between hygiene factors (e.g., salary, work conditions) that prevent dissatisfaction and motivators (e.g., recognition, achievement) that drive satisfaction and performance. According to this theory, merely eliminating dissatisfaction does not enhance motivation; intrinsic factors are crucial for encouraging excellence. Research supports this dichotomy, highlighting the importance of job enrichment and intrinsic rewards in cultivating motivation (Bhatnagar & Srivastava, 2012).

➤ *McClelland's Theory of Needs*

McClelland's (1985) Theory of Needs emphasizes three learned needs—achievement (nAch), affiliation (nAff), and power (nPow)—which develop through experience, culture, and social learning (McShane et al., 2010). Individuals with a high need for achievement prefer tasks of moderate difficulty that allow for personal accomplishment. Those driven by affiliation value harmonious relationships and are effective in team-based roles but may avoid conflict or difficult decisions. The power-motivated individuals seek influence and leadership, with a distinction between personalized power (self-serving) and socialized power (organizational benefit). Managers can use these insights to assign roles that align with individual drivers, thereby enhancing performance and satisfaction.

➤ *McGregor's Theory X and Theory Y*

Douglas McGregor (1960) proposed two contrasting views of employee motivation. Theory X assumes employees dislike work and require control and coercion, while Theory Y views employees as self-motivated and capable of self-direction and creativity under the right conditions. Modern management practices increasingly reflect Theory Y assumptions, emphasizing autonomy, empowerment, and participatory leadership (Miner, 2005).

➤ *Vroom's Expectancy Theory*

Vroom's (1964) Expectancy Theory introduces a cognitive approach, asserting that motivation is a function of three elements: expectancy (effort leads to performance), instrumentality (performance leads to rewards), and valence (value of the reward). Employees are more motivated when they believe that their effort will result in successful performance, that performance will be rewarded, and that the rewards are meaningful to them. Vroom's model underscores the importance of clear performance-reward linkages and of

aligning rewards with individual preferences to optimize motivation.

➤ *Synthesis and Managerial Implications*

Each motivational theory offers valuable insights into the drivers of human behaviour in organizations. While content theories like Maslow, Alderfer, Herzberg, and McClelland focus on what motivates individuals (needs and satisfaction), process theories like Vroom and McGregor emphasize how motivation occurs (expectations and perceptions). An integrative understanding allows managers to design comprehensive motivation strategies that address both the internal needs, and the cognitive evaluations employees make about their work environments.

By tailoring management approaches to match individual motivational profiles, organizations can boost morale, reduce turnover, and improve overall performance. A nuanced application of these theories helps managers move beyond one-size-fits-all strategies and develop personalized, flexible, and context-specific motivational systems.

III. METHODOLOGY

This study adopted a quantitative descriptive research design to explore the role of staff motivation in fostering an effective workforce at the Gambia National Library. This design was selected because it allows for the collection of structured and quantifiable data, which can be statistically analysed to identify patterns, trends, and relationships between key variables. The aim was to understand how different elements of staff motivation influence performance and morale within the workplace.

The primary variables under investigation were the independent variable—staff motivation—and the dependent variable—workforce effectiveness. Staff motivation was operationalized using measurable components such as recognition, supervision, promotion opportunities, remuneration, training, and job satisfaction. Workforce effectiveness was assessed based on perceived improvements in staff performance, morale, task completion, and general productivity. To facilitate analysis, respondents were classified into three staff cadres: senior, middle, and lower levels.

The study population consisted of all full-time permanent staff members at the Gambia National Library, except for the Director. This included personnel such as the Deputy Head, Principal Senior Librarian, Librarians, Trainee Librarians, Library Officers, Senior Library Assistants, Library Assistants, and Library Attendants. The inclusion of only permanent staff ensured that participants had sufficient familiarity with the institution's motivational policies and work environment, thereby improving the reliability of responses.

To identify participants, the study used non-probability convenience sampling. As defined by Holloway (2005), this technique involves selecting individuals who are readily available and willing to participate. While convenience

sampling does not guarantee representativeness of the entire population, it is practical in exploratory studies where time, access, and institutional limitations are present. In total, 40 questionnaires were distributed to staff members, and 38 were returned fully completed and deemed usable for analysis.

The primary data collection instrument was a structured, self-administered questionnaire. This tool was chosen because it enables standardized responses across a diverse sample and facilitates statistical analysis. The questionnaire covered key aspects of motivation, including institutional policies, work responsibilities, supervision, delegation, salary, recognition, interpersonal relationships, and opportunities for capacity building. To validate its clarity and relevance, the questionnaire was pilot tested with eight staff members at the Sierra Leone Library Board. Feedback from the pilot phase led to the refinement of ambiguous items to enhance validity and reliability.

Data collection was conducted in March and April 2019. A formal letter of introduction was submitted to the Director of the Gambia National Library to obtain ethical clearance and institutional support. This was followed by a telephone conversation to schedule a meeting for further discussion and to coordinate questionnaire distribution. In addition to survey data, the researcher also engaged in participant observation and reviewed internal institutional documents and online sources to triangulate and supplement the findings from the questionnaires.

The research process adhered to standard ethical guidelines. Participation was strictly voluntary, and respondents were informed of the study's purpose, procedures, and their rights as participants. They were assured of anonymity and confidentiality, with no names or personal identifiers required on the questionnaires. Participants were instructed to return completed forms anonymously and were informed that they could withdraw at any time without any negative consequences. To further protect identity, each questionnaire was assigned a numerical code for data management purposes. Only the researcher and academic supervisors had access to the raw data, and responses were stored securely and used solely for academic analysis.

Data analysis was conducted using Microsoft Excel (2016). Quantitative data were summarized using descriptive statistics such as frequencies and percentages. Results were presented in tables, pie charts, and bar graphs to enhance clarity and interpretability. Additionally, limited qualitative analysis was employed to analyse open-ended responses, allowing for deeper insights into staff perceptions and attitudes toward motivation.

Several challenges were encountered during the research. These included intermittent electricity and internet access at the researcher's institution, reluctance among staff to participate due to fear of job insecurity, and financial constraints related to transportation and printing. Despite these obstacles, the study was conducted with methodological rigor and in full compliance with ethical standards. Through

careful planning, stakeholder engagement, and adherence to ethical principles, the research successfully gathered valuable data on the motivational dynamics within the Gambia National Library.

IV. DATA ANALYSIS AND DISCUSSION

This chapter presents the analysis and interpretation of data collected from staff at the Gambia National Library. The primary aim is to explore how staff motivation contributes to building an effective and productive workforce. Both quantitative and qualitative methods were employed, with findings presented using tables, charts, and graphs to enhance understanding. A total of forty (40) questionnaires were distributed, of which thirty-eight (38), representing a 95% response rate, were returned in usable form. Two questionnaires (5%) were not returned. This high response rate reflects strong staff engagement and lends credibility to the reliability of the study's findings.

A. Factors Contributing to Staff Motivation at the Gambia National Library

➤ Satisfaction with Management

One of the key objectives of the study was to assess staff satisfaction with the library's management and organizational structure. Findings indicate that 77.5% of respondents expressed satisfaction with the current management, while 17.5% reported dissatisfaction. Two responses were not returned. Those expressing satisfaction attributed it to clearly defined departmental structures and the presence of experienced and competent leadership. This suggests that majority of staff perceive management practices in a favourable light. However, the existence of a dissatisfied minority highlights areas requiring attention particularly in relation to inclusive decision-making and improved communication channels. This finding aligns with Szilagyi et al. (1990), who argue that effective management must address the diverse needs of employees to sustain motivation. The ERG Theory's frustration-regression principle further explains that when higher-level needs remain unmet, employees may regress to focus on lower-level needs, resulting in reduced motivation and potential dissatisfaction. Similarly, Ivancevich (2004) emphasized that employee satisfaction often correlates with perceived fairness in compensation and benefits. When there is a perceived gap between expected and actual rewards, especially if staff feel undervalued compared to peers, dissatisfaction may arise. Edward Lawler's model on pay satisfaction reinforces the significance of perceived equity as a central driver of employee motivation.

In small institutions such as the Gambia National Library, managerial roles are particularly critical. As Hearst (2019) noted, dissatisfaction or the departure of key staff can significantly disrupt operations. Therefore, ongoing assessment of job satisfaction, alongside responsive and proactive leadership, is essential for sustaining morale and minimizing turnover. Jana and Panigrahi (2010) also assert that employee morale and enthusiasm are fundamental to organizational success. Low motivation and disengagement

often precede institutional decline. In the context of library services, staff motivation is not only pivotal to individual performance but is also a determinant of service quality.

In conclusion, while the data suggest that a significant majority of staff are satisfied with existing management practices, there is a need to address the concerns of the dissatisfied minority. Strategies such as equitable compensation, inclusive goal-setting, and transparent leadership are recommended to foster a cohesive and motivated workforce, thereby enhancing overall institutional performance.

➤ *Staff Sentiments after Performing Duties*

This section explores how staff feel after completing their work duties at the library. 65% of respondents indicated that they feel motivated after performing their tasks, while 30% reported that they do not feel motivated. Two questionnaires (5%) were not returned. The findings suggest that while a majority of the staff derive a sense of motivation and satisfaction from their work, a notable proportion do not. This discrepancy calls for further exploration of factors influencing post-task motivation. According to a study by Peldon Rose (2017), 42% of office-based employees felt that their physical working environment did not positively influence their well-being or happiness. The physical workplace environment—ranging from lighting and ventilation to layout and furniture—has been shown to affect employee well-being, productivity, and collaboration.

Chris Moriarty, Managing Director at Leesman UK, emphasized that if the workplace environment is not functional, free of obstacles, or conducive to work, it will inevitably affect performance and, consequently, motivation. He argues that workplace design should accommodate various types of tasks by offering spaces for focused individual work as well as collaborative activities. This diversity in workspace design allows employees to perform optimally according to the nature of their tasks (Moriarty, 2017). Furthermore, Burkus (2012) noted that employees without clear goals tend to be aimless in their work. Setting clear, achievable goals—along with measurable standards for evaluating performance—helps guide employee behaviour and maintain motivation. This is consistent with Victor Vroom's Expectancy Theory, which posits that for motivation to be sustained, employees must understand what is expected of them, believe that their effort will lead to desired performance, and expect that performance will be rewarded appropriately.

➤ *Recognition of Duties by Management*

This section explores whether staff duties are recognized by management at the Gambia National Library. Findings show that 57.5% (n=23) of respondents indicated their duties are recognized by management, while 37.5% (n=15) said they are not. Two questionnaires (5%) were not returned. These results suggest that while the majority feel acknowledged, a significant minority do not, indicating a gap that may affect motivation and job satisfaction.

Wang (2015) found that only 20% of employees in financial services feel strongly valued at work, and peer dissatisfaction also contributes to disengagement. Similarly, the Workforce Institute (2005) reported that coworker recognition is often more motivating than praise from leadership, with 49% of employees valuing peer feedback over executive acknowledgment.

Recognition, whether from management or peers, plays a key role in employee morale and performance. As Andriotis (2018) noted, it reinforces positive behaviours and boosts retention, morale, and self-improvement. Recognition does not have to be grand—simple gestures like a thank-you, public praise, or peer shout-outs can be highly effective.

Scott (2019) emphasized that regular acknowledgment, feedback, and even small perks like food or team celebrations can strengthen staff motivation and productivity. Ultimately, cultivating a culture of appreciation—both from management and among colleagues—is essential for sustained engagement and performance.

Table 1: Recognition of Duties by Management

Response	Ratings	Percentage (%)
Yes	23	57.5
No	15	37.5
Not Returned	02	05.0
Total	40	100.0

(Source: Field data on 2019)

➤ *Motivation in Carrying Out Responsibilities*

Table 2 shows that 62.5% (n=25) of respondents reported feeling motivated in performing their duties at the library, while 32.5% (n=13) did not. Two questionnaires (5%) were not returned.

These findings suggest that while most staff feel motivated, a notable portion lack motivation, which may impact overall performance. According to Scott (2019), motivation—whether through financial incentives, recognition, or personal fulfillment—is essential for productivity. Motivated employees are more likely to perform well and pursue personal and professional goals with enthusiasm.

Motivation strategies vary: some staff respond to monetary rewards, while others are driven by achievement or a sense of purpose. Employers can enhance motivation through short-term incentives, recognition of top performers, and fostering a supportive work environment.

Research by Barsade and Gibson (2007) highlights that emotions in the workplace play a critical role in influencing employee behaviour, teamwork, and overall organizational performance. Positive emotions contribute to improved job satisfaction, creativity, and cooperation, while negative emotions such as stress or frustration can lead to withdrawal and reduced productivity.

Similarly, Ashkanasy and Daus (2005) argue that emotion management is central to effective leadership and organizational success. Leaders who promote emotional intelligence and positive emotional climates help reduce conflict, improve morale, and foster a culture of engagement and performance.

Table 2: Feelings of Motivation in Carrying out Responsibilities

Response	Ratings	Percentage (%)
Yes	25	62.5
No	13	32.5
Not Returned	02	05.0
Total	40	100.0

(Source: Field data on 08/07/2019 and excel spreadsheet, 2016)

➤ *Belongingness*

The study explored the feeling of belongingness among Library staff. As shown in Table 3, 50% (n=20) of participants reported feeling a sense of belonging, 45% (n=18) said they did not, and 5% (n=2) did not respond. Fosslien and Duffy (2019) emphasize that true belonging is not about fitting in but being accepted for one's uniqueness. When individuals feel safe and valued for who they are, they are more likely to contribute authentically. In contrast, a lack of belonging is a strong predictor of employee turnover. Land (2019) supports this view, arguing that belonging cannot flourish in workplaces where employees are seen as easily replaceable. The Ernst & Young Report (2017) found that one-third of employees feel most connected at work when their unique contributions are recognized, and 39% when they can freely express their opinions.

Belonging in the workplace goes beyond inclusion; it fosters psychological safety, trust, and engagement. Huppert (2017) notes that belonging enables employees to be their authentic selves, which boosts performance and retention. Duff (2019) adds that creating a sense of team spirit and camaraderie is essential for a supportive and productive environment. Though building belonging can be challenging—especially for new team members—it is achievable through trust-building, open communication, and respect for diverse perspectives.

Table 3 Feeling of Belongingness

Response	Ratings	Percentage (%)
Yes	20	50
No	18	45
Not Returned	02	05
Total	40	100

(Source: Field data on 2019)

➤ *Supervision*

Table 4 shows that 82.5% (n=33) of Library staff reported being supervised in their operational duties, while 12.5% (n=5) said they were not, and 5% (n=2) did not respond. Supervision is essential to ensure tasks are done correctly, reduce errors, and maintain safety, especially in

hazardous environments (McDade, 2015). It also reduces stress and boosts employee confidence.

Crisp (2015) highlights that effective supervisors provide clear goals, support, and coaching rather than just issuing orders. Supervision should be flexible to meet individual employee needs, as different staff require different levels of guidance and communication styles (Pdtraining.com, 2014). Good supervisors motivate employees by setting challenges, offering support, and recognizing achievements. They significantly influence workplace morale, leadership, and productivity (Kokemuller, 2007). Overall, supervision is vital for maximizing employee performance and organizational success.

Table 4 - Supervision in Operational Duties

Response	Ratings	Percentage (%)
Yes	33	82.5
No	5	12.5
Not Returned	2	05.0
Total	40	100.0

(Source: Field data on 2019)

➤ *Delegation*

Table 5 shows that 67.5% (n=27) of Library staff reported being delegated responsibilities, while 27.5% (n=11) said they were not, and 5% (n=2) did not respond. This indicates that management delegates tasks to prepare staff to step in when needed. According to the Society for Human Resource Management (2015), effective delegation means assigning responsibility along with the authority to achieve outcomes—not just offloading tasks. While some reasons for not delegating are valid, managers must delegate to develop employees, identify future leaders, and prepare successors. Delegation signals trust and values employees' competence. The Centre for Management and Organisation Effectiveness (2019) cautions that employees should be prepared and have enough time before taking on more tasks. Thoughtless delegation can overwhelm or confuse staff. As Business Balls (2019) notes, good delegation saves time, develops people, and motivates, while poor delegation leads to frustration and failure.

Table 5: Delegated Responsibilities by Management

Response	Ratings	Percentage (%)
Yes	27	67.5
No	11	27.5
Not Returned	2	05.0
Total	40	100.0

(Source: Field data 2019)

B. Identify Methods Used to Motivate Staff

➤ *Working Conditions*

Table 6 shows that 55% (n=22) of staff rated working conditions as a “very important” motivating factor. Additionally, 12.5% (n=5) considered them “important,” while 5% (n=2) said “not very important,” and 7.5% (n=3)

felt they were “not important.” Fifteen percent (n=6) were undecided, and 5% (n=2) did not respond. Research consistently shows that good working conditions significantly impact employee motivation and job satisfaction (Herzberg, 1968; Deci & Ryan, 1985). Comfortable, safe, and supportive work environments foster higher productivity and reduce turnover (Gagne & Deci, 2005). Conversely, poor conditions can lead to stress and disengagement (Kahn, 1990). Therefore, improving workplace conditions is a crucial strategy for motivating staff effectively.

Table 6: Working Conditions

Response	Ratings	Percentage (%)
Very Important	22	55.0
Important	5	12.5
Not Very Important	2	05.0
Not Important	3	07.5
Undecided	6	15.0
Not Returned	2	05.0
Total	40	100.0

(Source: Field data on 08/07/2019 and excel spreadsheet, 2016)

➤ Promotion of Staff

Table 6 shows that 62.5% (n=25) of staff feel motivated by promotion, while 32.5% (n=13) do not, and 5% (n=2) did not respond. This indicates that promotion is an important motivator for many employees. According to Half (2019), timing and readiness are critical when promoting staff. Promoting too soon can overwhelm employees, while delaying promotion may lead to frustration and turnover. Promotion encourages employees to be self-driven, enhancing productivity and loyalty (Schwartz, 2013). Neglecting promotion opportunities can create dissatisfaction, leading to disengagement or even attrition. Recruiter.com (2019) emphasizes that upward mobility—climbing a career ladder with increasing responsibilities—is vital for employee retention. Organizations that promote from within, like McDonald's, build a strong internal talent pipeline through mentoring, training, and leadership development. Proactively offering advancement opportunities, especially to diverse employees, strengthens motivation and inclusion. Anastasia (2015) highlights several benefits of promotion: recognizing hard work, boosting morale, encouraging retention, fostering competition, grooming future leaders, and reducing dissatisfaction. However, promotion decisions must consider skills, experience, and performance to ensure readiness for new responsibilities. Heathfield (2019) explains that promotion typically involves higher pay, increased authority, and greater responsibility. It raises an employee's status and signals to others the values and behaviours the organization rewards. Promotion often includes managing others and making higher-level decisions, making it a key factor in organizational success and employee motivation.

Table 6: Promotion of Staff

Response	Ratings	Percentage (%)
Yes	25	62.5
No	13	32.5
Not Returned	02	05.0
Total	40	100.0

(Source: Field data 2019)

➤ Achievements in Carrying out Daily Routines

Table 7 shows that 37.5% (n=15) of staff feel they have achieved enough in their daily routines, while 57.5% (n=23) feel they have not, and 5% (n=2) did not respond. This suggests many staff perceive their daily performance as insufficient. Johnson (2019) notes that managers must act promptly when achievement declines by boosting motivation and morale. Without recognition and motivation, productivity suffers and turnover rises. Valued employees are more committed to success, and emphasizing quality of work life enhances productivity. Business Topia (2018) highlights that achievement-driven employees thrive on challenging but attainable tasks. Tasks that are too easy or too risky can demotivate them. Such employees prefer projects where success depends on their effort alone. Others motivated by power seek authority and responsibility to stay engaged, like police officers. Understanding these motivation types helps tailor tasks to maximize achievement.

Table 7: Achievements in Carrying out Daily Routines

Response	Ratings	Percentage (%)
Yes	15	37.5
No	23	57.5
Not Returned	02	05.0
Total	40	100.0

(Source: Field data 2019)

C. Challenges Faced by Management in Motivating Staff

Participants identified several challenges affecting motivation and performance at the Gambia National Library, including misplaced books, insufficient staff, lack of research materials, no trolleys for heavy books, inadequate furniture, unstable electricity, poor internet, missing materials, lack of an e-library system, late book returns, user indiscipline, and poor cooperation between staff and students. McFarlin (2019) highlights that workplace challenges such as conflicting personalities and stressful deadlines can affect motivation. Training employees to manage work stress and handle difficult users can help address these issues effectively.

According to the Management Study Guide (2019), motivating staff is difficult because employees have diverse and changing needs. What motivates one employee may not motivate another, and changes like job restructuring or downsizing make motivation even more challenging. Participants emphasized three main issues: lack of training, understaffing, and computer illiteracy. Many staff members feel untrained despite years of service and have expressed the need for skill development. Understaffing causes overwork and extended hours, particularly during exam periods. Additionally, most staff lack essential computer skills necessary for modern library services. Frost (2019) points out

that while training can be costly and time-consuming, it enhances employee skills, confidence, and productivity, ultimately benefiting the organization. Harper (2019) warns that understaffing limits service capacity, hinders growth, and damages reputation. Prolonged understaffing increases stress and workload, which decreases productivity (Higuera, 2019). In conclusion, to improve staff motivation and efficiency, the Gambia National Library must invest in regular training—especially in computer literacy—and hire sufficient staff. A skilled, motivated workforce is essential for adapting to changing library demands and delivering quality services (Appleton, 2018).

V. CONCLUSION AND RECOMMENDATIONS

This section summarizes the key findings, draws conclusions aligned with the study's objectives, and offers actionable recommendations to improve staff motivation at the Gambia National Library. The research explored the relationship between motivation and staff performance, examining motivating factors, existing strategies, the impact on service delivery, and management challenges.

The study aimed to identify motivational drivers, assess methods used, explore the link between motivation and service quality, and understand managerial obstacles. Data from 38 completed questionnaires, observations, and document reviews revealed that motivation is a critical factor influencing job satisfaction and performance.

Results showed that 77.5% of staff were generally satisfied with leadership consistency, yet only 42.5% were content with overall management practices. Notably, 62.5% of staff were excluded from goal-setting processes, and 52.5% reported no formal motivation policy. Intrinsically, 65% felt motivated upon task completion, and 57.5% acknowledged management recognition. However, only 27.5% experienced personal fulfillment in their roles, indicating gaps in recognition and growth opportunities.

Half of the respondents felt a sense of belonging, while 82.5% confirmed receiving supervision, though daily oversight occurred for only 40%, raising concerns about supervisory quality. Challenges such as limited training, poor internet connectivity, understaffing, and weak delegation were also prominent. Staff emphasized the need for professional development in ICT and customer service, while understaffing led to workload pressures and limited empowerment opportunities.

➤ *Conclusions*

This study underscores the critical role of staff motivation in shaping the overall performance and service delivery of the Gambia National Library. The findings reveal a nuanced picture where staff exhibit moderate levels of motivation, but persistent structural and managerial gaps significantly undermine their full potential. The presence of consistent leadership is a positive foundation, yet the lack of comprehensive management practices that actively engage and recognize staff limits deeper organizational commitment and satisfaction.

A key insight from the research is the disconnect between staff and management in participatory processes such as goal setting and planning. The exclusion of over half of the employees from these activities signals a missed opportunity to foster a culture of ownership and shared responsibility. This gap weakens motivation, which in turn impacts performance outcomes and the quality of library services.

Intrinsic motivation—stemming from personal achievement and recognition—is shown to be a vital but underutilized driver. While many staff members feel motivated upon completing tasks and receiving recognition, the relatively low percentage of those who derive genuine satisfaction from their work suggests that opportunities for personal growth and meaningful engagement are insufficient. This points to a workplace culture where motivation is driven more by external validation than by internal fulfillment.

Supervision and support, essential components of motivation, also present challenges. Although supervision is generally present, its irregularity and possible inconsistency limit its effectiveness as a motivational tool. Furthermore, systemic issues such as inadequate training, poor technological infrastructure, staffing shortages, and limited delegation create barriers that frustrate staff efforts and curtail their development. These factors not only affect motivation but also have direct repercussions on efficiency and service quality.

➤ *Recommendations*

To enhance motivation and performance, the following actions are recommended:

- **Develop a Formal Motivation Policy:** Establish and communicate a comprehensive policy featuring incentives, career pathways, recognition, and growth opportunities integrated within HR practices.
- **Promote Participatory Management:** Engage staff in goal setting and decision-making to build ownership, accountability, and commitment.
- **Strengthen Recognition Systems:** Implement formal and informal recognition mechanisms to regularly acknowledge staff contributions.
- **Enhance Supervisory Capacity:** Train supervisors in leadership and communication to provide consistent, supportive, and developmental oversight.
- **Expand Training and Development:** Invest in ongoing, needs-based training focused on ICT, customer service, and modern library practices aligned with institutional and personal goals.
- **Improve Technological Infrastructure:** Upgrade internet connectivity and digital resources to boost efficiency and meet user demands.
- **Ensure Adequate Staffing and Empowerment:** Prioritize recruitment and delegate responsibilities to promote skill growth and motivation.
- **Foster a Supportive Culture:** Encourage inclusivity through regular meetings, open communication, and team-building activities to strengthen staff belonging.

Implementing these recommendations will significantly enhance staff motivation, improve service delivery, and boost the Gambia National Library's institutional effectiveness in fulfilling its mission.

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