

## Influence of Job Motivation on Library Staff's Performance in Selected Ogun State Universities, Nigeria

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### Abstract

This paper examines the influence of job motivation on the job performance of library staff in selected universities in Ogun State, Nigeria. A descriptive survey research design was adopted for the study. The study population was one hundred and forty-six (146), comprising all library staff in Federal University of Agriculture, Abeokuta, Olabisi Onanbanjo University, Ago-Iwoye and Babcock University, Ilishan. Total enumeration sampling was used in the study. Data were collected using a structured questionnaire and analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, such as frequency counts, percentages, means, and standard deviations, were used to analyse each variable. In contrast, Pearson's Product-Moment Correlation Coefficient ( $r$ ) was used to find the relationship among variables. It was revealed from the findings that the level of job motivation of library staff in the selected universities in Ogun State is moderate ( $\bar{x} = 28.98$ ). The level of job performance of library staff in selected Universities in Ogun State is moderate ( $\bar{x} = 49.75$ ). It was revealed that job motivation has a strong, significant positive relationship with library staff job performance ( $N = 113$ ;  $r = 0.981$ ;  $p < 0.05$ ). The study concluded that library staff's job motivation is key, as it directly influences their job performance and work output. Hence, the library management should adopt a robust appreciation-and-reward system to enable staff to perform at their best. This will motivate them to continually put in their best effort in the discharge of their routine and duties. The study also recommended that all forms of motivation (intrinsic and extrinsic) be provided to library staff to improve their performance.

**Keywords:** Job motivation, Job performance, Library staff, Motivation.

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## Introduction

In the present dispensation, for institutions to stand out, compete, and fulfil their role as society's knowledge hub, the library's practical functionality is key. The library in an institution is set up to meet its information needs. The institution could be either an academic or a research institute. In an educational institution, the library is expected to provide resources and services that support teaching, learning and research. Hussain (2023) asserted that the primary aim of the library is to provide users with access to information resources and to support the parent institution's learning and research activities. To optimally meet its primary responsibility, the institution has put in place mechanisms to ensure that library staff perform at their best. How well the institution's management harnesses its workforce determines how well its objectives are met. Performance is essential to the library as a key department of the institution and to the library staff as individuals within it.

Madukoma, Akpa and Okafor (2014), citing Munchinsky (2003), revealed that job performance is the collection of an employee's actions that can be tracked, quantified, and evaluated at the individual level. These actions are also aligned with the organisation's objectives. It is the performance of mandated tasks or responsibilities aligned with employees' areas of expertise and directed toward achieving the institution's aims and objectives. Harikaran (2015) also defined job performance as the net effect of a person's effort, as modified by their abilities, traits, and role perceptions. According to Harikaran, effort is the amount of energy a person uses to complete a task, whereas attributes are the personal qualities that enable a person to do so. The way a person's traits are used when completing a task is known as the role of task perceptions. From these definitions, the fulfilment of mandated responsibilities or functions based on the area of expertise of library staff members and directed towards the achievement of the library's goals can be interpreted as job performance. Therefore, it is maintained that attaining the quality, quantity, cooperation, dependability, and innovation of the library staff is necessary for optimal performance within the institution (Madukoma et al., 2014).

Knowledge acquisition, skill development, and, of course, maintaining high personal values are all requirements for job performance that must be met for an employee to receive a promotion and an annual pay increase. Job motivation, which includes, among other things, strong leadership traits, staff training, participatory management, a comfortable working environment, and unrestricted information flow, must be adequately addressed if library employees are to be successfully guided and perform well in their responsibilities. This shows that productivity, as a component of job performance, is related to workers' motivation. Motivation is a process that elicits, controls, and sustains certain behaviours. Motivation is a phenomenon that affects the nature, strength, and persistence of an individual's behaviour (Rani & Lenka, 2012). Motivation concerns the part of human existence that animates, drives, and inspires people to change their behaviour to fulfil an organisation's aims and objectives and increase productivity.

Onyeukwu and Ekere (2018) asserted that motivation is both an external and an internal factor that propels individuals' desire and energy to remain continually interested in and committed to a job, role, or subject, and to exert persistent effort to attain a goal. Kolawole, Abolaji and



Olagoke (2015) defined motivation as an incentive given by the employer to employees to enable them perform their jobs creditably, while Strough, Bruine de Bruin and Peters (2015) referred to motivation as the willingness to engage with a decision, including considering the presented information, deliberating about the options, and selecting the option that is most likely to lead to preferred outcomes. The type and quality of motivation given to library staff affect their job performance either positively or negatively (Idiegbeyan-Ose & Idahosa, 2011). The greatest asset of any institutional library, whether federal government or state-owned, is the human capital. This is because the functionality of other aspects, such as resources, finance, and materials, depends on human capital (Szalma, 2014). For library staff to perform optimally in the daily discharge of their roles and responsibilities, the motivation they receive is vital.

### **Statement of the Problem**

The library is expected to provide resources and services that support teaching, learning and research, consequently meeting the information needs of many users, including researchers, instructors, and students. Staff members at various levels of the library assist with this. However, studies and observations reveal that patrons frequently complain that library employees do not adequately address their questions, which may stem from a lack of enthusiasm, thereby affecting their ability to perform their jobs (Ho et al., 2023; Tetteh & Nyantakyi-Baah, 2019). This study, therefore, seeks to investigate the influence of job motivation on the job performance of library staff in selected universities in Ogun State, Nigeria. The main objective of the study is to investigate the influence of job motivation on job performance of library staff in selected universities in Ogun State, Nigeria. The specific objectives of the study are to:

1. Assess the level of job motivation among library staff in selected universities in Ogun State.
2. Examine the level of job performance among library staff in selected universities in Ogun State.
3. Evaluate the influence of job motivation on the job performance of library staff in selected universities in Ogun State.

### **Hypothesis of the Study**

*H<sub>01</sub> There is no significant relationship between job motivation and job performance of library staff in the selected Universities in Ogun State*

### **Literature Review**

#### **Job motivation of library staff**

According to Mai, Yusuf and Saleh (2015), motivation can be defined as the psychological force that shapes a person's attitude within an institution, reflecting their level of effort in the face of obstacles. Thus, motivation pushes people to take action to receive a reward or award, to move in a particular way to attain desired outcomes, and to carry out their jobs well. Ogunrombi and Elogie (2015) stated that motivation is what drives employees to perform by gratifying or satisfying their needs. They also noted that several definitions of motivation share terms such as aspiration, needs, requests, aims, goals, wants, and inducements. Hashemyolia et al. (2015) noted that motivation is about pushing people, individually or

collectively, to work in ways that produce the best results. It is the willingness to put forth effort toward achieving organisational goals, contingent upon the endeavours and capacity to meet specific personal needs. In other words, the goal of motivation is to ensure that people willingly carry out tasks.

Motivation of library staff plays a vital role in libraries and information centres. Generally, motivated library staff are more likely to be satisfied, enabling them to perform their assigned tasks effectively. It is a fact that the motivation of library staff in academic libraries is vital to research, learning, and teaching at the university as a whole (Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi, and Eyiolorunshe, 2019). Bamgbose and Ladipo (2017) indicated that numerous motivations in academic libraries recur frequently. These motivations include things like job security, pay and benefits, relationships with coworkers, staff appraisals, financial incentives, and rewards (for exceptional performance). The study by Hamid and Younus (2021) investigated the work motivation levels of library professionals using Maslow's hierarchy of needs, which comprises five levels. The study revealed that library professionals have a high level of work motivation. This can be attributed to the fact that their physiological, security/safety, social, esteem, and self-actualisation needs were met. Additionally, Nancy, Chinyere and Yacob (2019) studied extrinsic motivational factors and job performance of library personnel in Universities and Institutes of Agriculture in Nigeria. It was revealed that the library staff had a high level of extrinsic motivation, attributed to a conducive working environment, adequate provision of basic physiological needs, and regular salary payments.

Furthermore, Ajegbomogun and Ikonne (2020) examined the level of work motivation and its relationship with job performance among library workers in colleges of education in South-West Nigeria. A questionnaire was used as the sole data collection tool in a correlational survey design. The findings revealed that the library staff were well. However, the study by Ikonne and Fajonyomi (2019), which examined the motivational factors of librarians in the Federal University libraries in the North-East of Nigeria, revealed a different outcome. A survey research design was used in the research. The study population comprised 275 librarians from the six Federal University libraries in North-East Nigeria. The total enumeration technique was employed. It was revealed that the library staff have a low level of motivation, attributed to policies and other factors, such as non-payment of overtime allowances for overtime duties, delayed salary payments, and lack of attendance at conferences, workshops, and seminars. Therefore, if specific requirements are met, library employees will be motivated. These requirements include, but are not limited to, competitive pay packages, a positive work atmosphere, frequent promotions, open lines of communication, and employee growth and training. It is crucial to remember that not every employee can be inspired by the same thing and experience the same motivational impact at the same time.

### **Job performance of library staff**

The capacity to accomplish statutory tasks and functions determined by one's area of expertise or growth, as well as by an organisation's goals, is known as job performance. According to Villamova, Austin, and Borman (2005), cited in Ikonne and Fajonyomi (2019), job performance is defined as the aspect of the work behaviour domain relevant to the job and the organisation's success. Jobs performed in the library include cataloguing and classifying materials, providing reference services, and charging and discharging materials to users. Job



performance in the library is geared towards meeting not only users' information needs but also serves as a basis or criterion for promoting staff (Ikonne & Fajonyomi, 2019). Amusa, Iyoro, and Olabisi (2013) posited that job performance is defined as a staff member's output on the job, measured by the quality and quantity of work. As stated above, job performance is defined as what workers do to accomplish the company's objectives; it is typically evaluated in terms of output quality, quantity, efficiency, and effectiveness.

Because job performance is crucial to organisational performance, administrators and academicians now place the utmost importance on it. Also, Oyeniran and Akphonor (2019) considered job performance as an output of staff on the job, measurable in terms of the quality and quantity of work done. The expected value to the organisation of the distinct behaviours a person exhibits over a predetermined period of time is known as job performance. Staff performance is considered a measure of the quality of human capital held by the institution and organisation and is a key thrust of the organisation's plan (Fauzilah, Dzulkifli, Abdullah and Yaakob, 2011). It is widely accepted as an essential component that supports each library's expansion and advancement. Tasks must be established and completed for a library to fulfil its mission. Robbins, Bergman, Stagg, and Coutler (2014) asserted that workplace performance is the cumulative result of an employee's activities. Job performance measures how well workers fulfil employers' expectations and achieve organisational goals. It comprises what an employee does in the workplace, the achievement of organisational goals, and the measurable outcomes of their actions (Harari & Viswesvaran, 2018).

Ajegbomogun and Ikonne (2020) conducted a study to examine staff job performance in the library. The study's overall mean score of 3.34 on a 4-point scale reflected library employees' opinions of their job performance. Uwandu, Udo-Anyanwu, and Okorie (2022) conducted a study on the job performance and professional growth of librarians at State Polytechnics in North Central Nigeria. With a population of 32 librarians from state-owned polytechnics in North Central Nigeria, the study employed a correlational survey design. Punctuality, dedication to one's work, efficient reference and information services, efficient resource charging and discharging, efficient serial management, and other factors were identified by the study as indicators of job performance. The findings revealed that professional librarians' job performance is high, as indicated by a high mean. Thus, it is important to note that indicators are essential for assessing the job performance of library staff.

### **Job Motivation and Job Performance of Library Staff**

The library staff are employed to perform tasks aimed at achieving the library's goals and objectives, which align with the institution's goals. It is then imperative that staff performance be assessed to ensure they are aligned with meeting goals and objectives. Strategies, such as a motivation and reward system, are adopted to increase job performance among their staff. With the widespread adoption of motivation and reward systems in libraries, several researchers and educators, including librarians, hold that a positive relationship between motivation and job performance increases productivity (Deaner, Balish & Lombardo, 2016).

Kalhor, Jhatial and Khokhar (2017) investigated the collective impact of intrinsic and extrinsic motivation on organisational commitment and work performance of bank officers in Pakistan. The six private commercial banks targeted received about 500 closed-ended questionnaires; 250 were returned, and 223 were usable. Conceptualised correlations were tested via structural equation modelling in SmartPLS. Results showed that employee

performance is positively, significantly, and favourably correlated with both internal and extrinsic motivation. Also, Buberwa's (2015) findings revealed that both intrinsic and extrinsic aspects of motivation play an undeniable role in boosting academic staff performance.

During the research, factors such as pay, benefits, a positive work atmosphere, recognition, and career progression were very important, and every member of the academic staff sample agreed that these factors helped improve high performance. Similarly, Posigha and Victor (2021) examined the relationship between librarians' motivation and job performance in university libraries in southwest Nigeria and found a strong positive association. Because of the high quality of service guidelines, reward policies, and staff training and development programs across the various university libraries under study, there is a strong positive correlation between librarians' motivation and job performance. In other words, librarians in South-South Nigeria are highly motivated in their respective libraries.

However, Saka, Akor and Opaleke's (2016) study investigated the influence of motivation and job satisfaction on staff performance in university libraries in the North Central Geopolitical Zone of Nigeria. The study's subjects were all professional and paraprofessional employees of fully functional university libraries in the geographic zone, and survey research was employed. In North Central Nigerian university libraries, it was found that professional and paraprofessional staff members' job performance and motivation did not correlate significantly. Based on these empirical reviews, this study aims to investigate the influence of job motivation on the job performance of library staff in selected universities in Ogun State.

### **Theoretical Framework**

This study is guided by Self-determination theory (SDT) and Herzberg's Two-Factor theory to examine how job motivation affects the job performance of library employees in universities in Ogun State, Nigeria. SDT advocates that motivation is promoted by the satisfaction of three fundamental psychological needs: autonomy, competence, and relatedness, which create intrinsic motivation and lead to improved work engagement (Ryan & Deci, 2000). For library employees, autonomy means the right to self-determination in their work, competence refers to the possession of the means and skills required for the work, and relatedness presupposes positive relations with colleagues and users. In addition to SDT, the Two-factor Theory of Herzberg assumes that hygienic factors (such as salary, work conditions, equipment, etc.) are sufficient to prevent dissatisfaction but do not result in increased performance once they are achieved. Motivators (recognition, responsibility, achievement, etc.) are factors that increase satisfaction and performance when present (Herzberg, 1966). Hygiene factors in university libraries ensure a favourable work environment, whereas motivators encourage staff to achieve high levels of performance in their tasks. When combined, these theories provide a robust framework for understanding how job motivation influences staff performance in the library.

### **Methodology**

A descriptive survey research design was adopted for the study. The study covers selected universities in Ogun State, Nigeria. The chosen universities are the Federal University of Agriculture, Abeokuta; Olabisi Onabanjo University, Ago-Iwoye; and Babcock University, Ilishan, in Ogun State. These Universities were selected based on their classification as Federal, State, or Private. The population of the study was a total of one hundred and forty-



six (146) library staff, including professionals, non-professionals and library assistants from the Universities. The breakdown is presented in the table below.

**Table 1: Population of Library Staff in Selected Universities**

S/N	University Libraries	Professional staff	Non-Professional	Library Assistants	Total
1	Federal University of Agriculture, Abeokuta	22	29	19	70
2	Olabisi Onabanjo University, Ago-Iwoye	15	17	12	44
3	Babcock University, Ilishan	14	10	8	32
	<b>Total</b>	<b>51</b>	<b>56</b>	<b>39</b>	<b>146</b>

The total enumeration sampling technique was adopted for the study covering the total population size of one hundred and forty-six (146). A structured questionnaire was used to collect the data, and the Statistical Package for the Social Sciences (SPSS) was used to analyse the results. To ensure the instrument's validity, the questionnaires were given to two lecturers in Library and Information Science at Tai Solarin University of Education, Ogun State, particularly the lecturer in charge of the Research Methodology course, for vetting. Each variable was analysed using descriptive statistics, including frequency counts, percentages, and means. Standard deviation was used to analyse the research questions from objectives 1 and 2, and Pearson's Product-Moment Correlation Coefficient (r) was used to determine how the variables related to one another, which is the study's hypothesis derived from objective 3.

### Data Analysis and Discussion

This section provides answers to the research questions, which were derived from the objectives guiding the study, and the hypothesis derived from one of those objectives was also tested at the 0.05 significance level. A total of one hundred and forty-six (146) copies of the questionnaire designed for the study were administered to respondents in the three selected universities in Ogun State. A total of one hundred and thirteen (113) copies of the questionnaires were returned across the three selected universities in Ogun State and used for the analysis. This gives a response rate of 77.4 per cent.

### Demographic characteristics of respondents

The demographic characteristics of the respondents across selected universities in Ogun State, Nigeria, are presented in Table 2:

**Table 2: Demographic Information of the respondents**

S/N	Demographic Information	Frequency	Percentage
1.	<b>Universities</b>		
	Federal University of Agriculture, Abeokuta	58	51.3
	Olabisi Onabanjo University	30	26.5
	Babcock University, Ilishan	25	22.2

	<b>Total</b>	<b>113</b>	<b>100.0</b>
<b>2. Gender</b>			
Male		51	45.1
Female		62	54.9
	<b>Total</b>	<b>113</b>	<b>100.0</b>
<b>3. Age</b>			
21 – 30 years		6	5.6
31 – 40 years		38	33.6
41 – 50 years		52	46.0
51 – 60 years		16	14.2
61 years and above		1	0.9
	<b>Total</b>	<b>113</b>	<b>100.0</b>
<b>4. Designation of library staff</b>			
Library Assistant		37	32.7
Library Officers		28	24.8
Librarians		48	42.5
	<b>Total</b>	<b>113</b>	<b>100.0</b>
<b>5. Qualification of library staff</b>			
Diploma		28	24.8
Bachelor’s degree		4	3.5
Postgraduate Diploma in Education (PGDE)		35	31.0
Master’s degree		32	28.0
Ph.D.		14	12.4
	<b>Total</b>	<b>113</b>	<b>100.0</b>
<b>6. Work Experience</b>			
Less than 1 year		6	5.3
1 – 10 years		34	30.1
11 – 20 years		66	58.4
21 – 30 years		5	4.4
31 years and above		2	1.8
	<b>Total</b>	<b>113</b>	<b>100.0</b>

Table 2 reveals that the majority of the respondents, 58 (51.3%), were from the Federal University of Agriculture, Abeokuta. The female respondents, 62 (54.9%), outnumbered the male respondents, 51 (45.1%), who participated in the study. Most of the respondents, 52 (46.2%), were in the 41–50-year age bracket. Although librarians were the largest represented group (48, 42.5%), most respondents (35, 31.0%) have a PGDE. Over half of the respondents (66, 58.4%) have between 11 and 20 years of work experience. This indicates that the staff can respond effectively to job-motivation questions.



## Job Motivation Influence on Library Staff's Performance in Ogun State Universities

This section presents the primary findings of the study in line with its objectives, realisable through answering respective and associated research questions:

### Job Motivation Level among Library Staff in Selected Ogun State Universities

In this regard, the respondents responded to the following question: "What is the level of job motivation among Library Staff in selected universities in Ogun State?" Based on the responses, Tables 3 and 4 present the results on the level of job motivation among library staff in the selected universities in Ogun State:

**Table 3: Distribution of Job Motivation of Library Staff**

S/N	Items	SD	D	A	SA	$\bar{x}$	St. D
1	My colleagues appreciate me for what I did for my work	4 (3.5%)	22 (19.5%)	76 (67.3%)	11 (9.7%)	2.83	.6395
2	My managers help me resolve disagreements with my colleagues and library users.	-	36 (31.9%)	71 (62.8%)	6 (5.3%)	2.73	.5512
3	I am recognised for high performance	12 (10.6%)	18 (15.9%)	72 (63.7%)	11 (9.7%)	2.73	.7820
4	I have responsibilities related to work	5 (4.4%)	37 (32.7%)	58 (51.3%)	13 (11.5%)	2.70	.7305
5	I believe that the work I have done is a respectable job	11 (9.7%)	33 (29.2%)	57 (50.4%)	12 (10.6%)	2.62	.8053
6	I have the right to decide on a subject related to my work	24 (21.2%)	25 (22.1%)	45 (39.8%)	19 (16.8%)	2.52	1.0097
7	I see myself as an important employee of the library	17 (15%)	37 (32.7%)	47 (41.6%)	12 (10.6%)	2.48	.8772
8	I believe that I have full authority to do my job	13 (11.5%)	44 (38.9%)	50 (44.2%)	6 (5.3%)	2.43	.7662
9	It is suitable for physical conditions in the work environment	20 (17.7%)	41 (36.3%)	47 (41.6%)	5 (4.4%)	2.33	.8176
10	There is no opportunity to promote in my work	18 (15.9%)	60 (53.1%)	29 (25.7%)	6 (5.3%)	2.20	.7695
11	Library equipment and supplies are sufficient	31 (27.4%)	60 (53.1%)	19 (16.8%)	3 (2.7%)	1.95	.7421
12	I get extra pay for high performance	61 (54%)	52 (46%)	-	-	1.46	.5006
<b>Weighted mean = 28.98</b>							

Table 3 presents the distribution of job motivation among library staff at selected universities in Ogun State. It was revealed from the findings that the majority of the respondents indicated that their colleagues appreciated them for what they did for their work ( $\bar{x}$  =2.83; std dev. =0.6395). Most of the respondents ( $\bar{x}$  =2.73; std dev. =0.5512) also revealed that the managers help them resolve disagreements with colleagues and library users. Also, the majority of the respondents ( $\bar{x}$  =2.73; std dev. = 0.7820) indicated that they are recognised for high performance. Additionally, the respondents ( $\bar{x}$  =2.70; std dev. = 0.7305) revealed that they have work-related responsibilities. However, it was revealed in disagreement by the majority of the respondents ( $\bar{x}$  =1.46; std dev. = 0.5006) that they get extra pay for high performance. Also, the majority of the respondents ( $\bar{x}$  =1.95; std dev. = 0.7421) disagreed that library equipment and supplies were sufficient. The results indicate that the universities under study implemented job motivation measures to ensure that library staff were motivated. These measures include appreciation for the job done, effective conflict-resolution mechanisms, and recognition of high performance, among others.

**Table 4: Test of Norm Table for Job Motivation Level of Library Staff**

Interval	Overall mean score	Remark
16 and below		Low
16.1 – 32	28.98	Moderate
32.1 – 48		High

To assess job motivation among library staff at selected Ogun State universities, we administered a norm test. The results show that a score below 16 indicates a low level of job motivation; 16.1–32 indicates a moderate level; and 32–48 indicates a high level. The overall mean of job motivation of library staff in selected Universities in Ogun State is “28.98”. It can therefore be concluded that the level of job motivation among library staff in the selected universities in Ogun State is Moderate.

### Job Performance Level among Library Staff in Selected Ogun State Universities

For the second objective, the key question “What is the level of job performance among Library Staff in selected universities in Ogun State?” yielded responses captured in tables 5 and 6:

**Table 5: Distribution of Job Performance among Library Staff**

S/N	Items	Poor	Fair	Good	Very Good	Excellent	$\bar{x}$	St. D
1	Meeting minimum requirements for promotion	6 5.3%	25 22.1%	64 56.6%	12 10.6%	6 5.3%	2.88	0.863
2	Contribution to the overall development of the library	10 8.8%	38 33.6%	42 37.2%	20 17.7%	3 2.7%	2.71	0.949
3	Ability to perform administrative duties	18 15.9%	25 22.1%	45 39.8%	22 19.5%	3 2.7%	2.70	1.041
4	Ability to provide leadership	12	32	46	23	0	2.70	0.913



		10.6%	28.2%	40.7%	20.4%			
5	Skills in the use of information technology (IT)	14 12.4%	36 31.9%	37 32.7%	23 20.4%	3 2.7%	2.69	1.018
6	Punctuality and regularity at work.	9 8.0%	40 35.4%	44 38.9%	17 15.0%	3 2.7%	2.69	0.917
7	Meeting of approved goals of their section (e.g., Cataloguing, Reference, Circulation, Serials, etc.)	10 8.8%	46 40.7%	34 30.1%	16 14.2%	7 6.2%	2.68	1.029
8	Assessment of the quantity of work performed	16 14.2%	32 28.3%	41 36.3%	21 18.6%	3 2.7%	2.67	1.022
9	Co-ordinating ability	19 16.8%	23 20.4%	50 44.2%	18 15.9%	3 2.7%	2.67	1.022
10	Contribution to the overall development of the college	12 10.6%	33 29.2%	50 44.2%	18 15.9%	0	2.65	0.874
11	Ability to work under minimal supervision	17 15.0%	34 30.1%	34 30.1%	28 24.8%	0	2.64	1.017
12	Ability to attend promptly to requests from clients	12 10.6%	38 33.6%	44 38.9%	17 15.0%	2 1.8%	2.63	0.926
13	Ability to perform library routine work	15 21.2%	43 38.1%	26 23.0%	26 23.0%	3 2.7%	2.63	1.061
14	Performing the work schedule on time	10 8.8%	42 37.2%	47 41.6%	14 12.4%	0	2.57	0.822
15	Ability to work with co-workers	15 13.3%	43 38.1%	35 31.0%	20 17.7%	0	2.53	0.936
16	Ability to anticipate problems and develop solutions in advance	24 21.2%	28 24.8%	42 37.2%	19 16.8%	0	2.49	1.010
17	Creativity and diligence at work	21 18.6%	31 27.4%	52 46.0%	9 8.0%	0	2.43	0.885
18	Assessment of the quality of work performed	16 14.2%	51 45.1%	33 29.2%	9 8.0%	4 3.5%	2.41	0.952
19	Ability to perform competently under pressure	16 14.2%	46 40.7%	42 37.2%	9 8.0%	0	2.38	0.828
<b>Weighted Mean = 49.75</b>								

Most respondents ( $\bar{x} = 2.88$ ; std dev. = 0.863) revealed that they met the minimum requirement for promotion. Also, most of the respondents ( $\bar{x} = 2.71$ ; std dev. = 0.949) indicated that they contribute to the overall development of the library. Also, most respondents ( $\bar{x} = 2.70$ ; std dev. = 1.041) reported the ability to perform administrative duties. Additionally, most of the

respondents ( $\bar{x} = 2.70$ ; std dev. = 0.913) reported being able to provide leadership. However, it also emerged that most respondents ( $\bar{x} = 2.38$ ; std dev. = 0.828) had the ability to perform competently under pressure. It was also revealed by most respondents ( $\bar{x} = 2.41$ ; std dev. = 0.952) that their ability to assess the quality of work performed was equally fair. It can be inferred that the staff understand their job performance, as they indicate that they meet the minimum requirements for promotion, contribute to the library's overall development, perform administrative duties, and demonstrate leadership.

**Table 6: Test of Norms Table for Job Performance Level among Library Staff**

Interval	Overall mean score	Remark
31.7 and below		Low
31.8 – 63.3	49.75	Moderate
63.4 – 95		High

To determine the level of job performance of library staff at selected Universities in Ogun State, a norm test was administered. The results showed that a score below 31.7 indicates a low level of job performance; 31.8–63.3 indicates a moderate level of job performance; and 63.4–95 indicates a high level of job performance. The overall mean of job performance of library staff in selected Universities in Ogun State is “49.75”. It can therefore be concluded that the level of job performance of library staff in selected Universities in Ogun State is moderate.

### Hypothesis Testing

The null hypotheses formulated from the study's objective were tested at the 0.05 significance level:

*H1: There is no significant relationship between job motivation and job performance of library staff in the selected Universities in Ogun State.*

The relationship between job motivation and job performance of the library staff in the selected universities in Ogun State is presented in Table 7:

**Table 7: Relationship between Job Motivation and Job Performance of Library Staff in Selected Universities in Ogun State**

Variables	N	Mean	St.Dev	Df	R	P	Remark
Job motivation	113	28.9823	8.26998	113	0.981	0.000	Sig
Job performance	113	49.8407	17.29604				

Table 7 shows the relationship between job motivation and job performance among library staff at selected universities in Ogun State. The result revealed that job motivation has a strong, significant, and positive relationship with library staff job performance (N = 113; r = 0.981; p < 0.05). This implies that increases or decreases in library staff job motivation will influence their job performance, either positively or negatively. Hence, the null hypothesis of no significant relationship between job motivation and library staff performance is rejected, and the alternative hypothesis is accepted.



## Discussion

The study's findings revealed that the level of job motivation among library personnel in the selected universities in Ogun State is moderate. This finding aligns with Hamid and Younus (2021), who found that the level of job motivation among library professionals is high, as they have fulfilled the physiological, safety, social, esteem, and self-actualisation needs according to Maslow's hierarchy. However, the moderate motivation in this study contrasts with the findings of Ikonne and Fajonyomi's (2019) study, which revealed that motivation levels in federal university libraries in North-East Nigeria were low. This was attributed to late payment, absence of overtime allowances, and professional growth prospects. The strengths and weaknesses of the motivational factors presented can explain this moderate level of motivation revealed by the findings. For example, appreciation of colleagues and high-performance recognition are elements of the intrinsic motivation category, and they were relatively high, indicating that social and esteem needs are, to some extent, satisfied. The fact that intrinsic validation is a source of motivation, with internal rewards such as self-fulfilment and appreciation (Ryan & Deci, 2000), seems to be helping with employee engagement. On the other hand, the extrinsic motivators, including high-performance pay and adequate library equipment, received low scores, indicating a lack of personal rewards and work environment resources, which, according to Herzberg's two-factor theory, are key hygiene factors that prevent dissatisfaction (Herzberg, 1966).

The findings also revealed that the level of job performance of library staff in selected Universities in Ogun State is moderate. The findings showed strengths in promotion requirements, library development, and the ability to perform administrative duties; weaknesses in the ability to perform competently under pressure and in the quality of work evaluation define a moderate level of job performance. The research finding contrasts with that of Uwandu et al. (2022), who noted that librarians' performance in North Central Nigeria is very high, enabled by punctuality and efficient service delivery. This moderate level of performance can probably be attributed to moderate motivation, as the finding shows a strong positive correlation, indicating that motivation strongly influences performance. This means that the effects of motivating factors can cause performance levels in high-stress situations, when resource insufficiencies, not to mention financial motivations, may reduce employees' strength and effectiveness. These problems can be exacerbated by contextual factors, such as limited budgetary allocations at universities or the bureaucratic management structure, as reported in Ikonne and Fajonyomi's (2019) research. However, the moderate performance is in line with Harikaran's (2015) definition of performance, which defines it as effort modified by abilities and role perceptions. This suggests that, while staff possess adequate skills, their effort may be constrained by motivational gaps.

The strong, positive, significant relationship between library staff job motivation and job performance confirms Buberwa's (2015) findings, which showed that both intrinsic and extrinsic motivations improve academic staff performance. Intrinsic motivators, such as recognition, instil a sense of purpose, and extrinsic motivators, such as salary and equipment, provide a good work environment. This study indicates that a high correlation level necessitates addressing motivational gaps to improve motivation and performance. However, the finding contradicts that of Saka et al. (2016), which revealed no significant correlation in North Central Nigeria. This can probably be attributed to differences in institutional policy or staff demographics. This difference in results shows that motivation-performance

relationships are contextual and specific, a factor that requires targeted interventions in Ogun State University libraries.

### **Conclusion and Recommendation**

The research has established that job motivation, a combination of intrinsic and extrinsic factors, plays a vital role in determining the job performance of library staff in some universities in Ogun State, Nigeria. The moderate level of motivation and performance, combined with the strong positive relationship, indicates a direct effect of motivation on work output. Recognition and attention from colleagues are evidence of intrinsic motivation that, in part, maintains staff involvement. In contrast, weaknesses in extrinsic motivation, such as salary and equipment, can hinder optimal performance among staff. These findings contribute to the body of knowledge by emphasising the applicability of motivation theories, such as Maslow's hierarchy and Herzberg's two-factor theory, in Nigerian academic libraries, while also highlighting the need for a context-specific intervention approach to address extrinsic motivational factors.

The study's implications are twofold: academic and practical. Academically, it adds to the body of knowledge by empirically testing the motivation-performance relationship in Nigerian university libraries in Ogun State, therefore drawing a basis for comparative study across states and regions. In practice, it enlightens the library's management and administrators, and the university at large, that there is a need to balance competing motivating factors so that staff can cooperate more effectively and improve library services in relation to teaching, learning, and research. The moderate motivation and performance levels indicate untapped potential for organisational growth through targeted motivational strategies.

Based on the study's findings, there is an overriding need to ensure that library staff consistently deliver exceptional service to patrons. In this regard, it is essential to enhance certain extrinsic motivational factors, such as performance-based pay and the efficient provision of library equipment. Moreover, the library management should implement an official appreciation and reward system, such as annual awards for outstanding service or public recognition of staff members' contributions. This initiative will encourage staff to maintain high levels of effort in their roles. Additionally, the library environment should be made more conducive for work, and opportunities for career advancement should be created. This will motivate staff to strive for excellence in their performance, aligning their efforts with the organisation's goals and objectives. Furthermore, the library management should conduct periodic surveys to assess employee expectations through questionnaires. This will help identify specific needs and ensure that any intervening activities are relevant and practical.

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