

**MOTIVATIONAL FACTORS AS CORRELATE OF JOB PERFORMANCE OF
LIBRARIANS IN STATE-OWNED UNIVERSITIES IN NORTH CENTRAL
NIGERIA**

BY

**ABUBAKAR, NDASALIU USMAN
PG/Ph.D/12/64150**

**DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE
FACULTY OF EDUCATION
UNIVERSITY OF NIGERIA, NSUKKA**

JANUARY, 2016

**MOTIVATIONAL FACTORS AS CORRELATE OF JOB PERFORMANCE OF
LIBRARIANS IN STATE-OWNED UNIVERSITIES IN NORTH CENTRAL
NIGERIA**

BY

**ABUBAKAR NDASALIU USMAN
PG/Ph.D/12/64150**

**A THESIS SUBMITTED TO THE DEPARTMENT OF LIBRARY AND
INFORMATION SCIENCE IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF
PHILOSOPHY (Ph.D) IN LIBRARY AND INFORMATION SCIENCE**

JANUARY, 2016

APPROVAL PAGE

This thesis has been approved for the Department of Library and Information Science,
University of Nigeria, Nsukka.

By

Dr. R.E. Ozioko
Supervisor

Internal Examiner

External Examiner

Dr. R. E. Ozioko
Ag Head of Department

Prof. U. C. Umoh
Dean, Faculty of Education

CERTIFICATION

Abubakar, Ndasaliu Usman, a postgraduate student of the Department of Library and Information Science, with registration number PG/ Ph.D/12/64150 has satisfactorily completed the requirements for the degree of Doctor of Philosophy (Ph.D) in Library and Information Science. The work embodied in this thesis is original and has not been submitted in part or full for any other diploma or degree of this or any other university.

Abubakar, Ndasaliu Usman
Student

Dr. R.E.Ozioko
Supervisor

DEDICATION

This thesis is dedicated to my late parents, Mallam Ibrahim Abubakar, and Mallama Ayishetu Ibrahim (Egi-Nna).

ACKNOWLEDGEMENTS

Praise is to the Sustainer of the whole Universe (ALLAH) who spared my life, gave me the courage, guidance, support and opportunity to successfully complete this programme. I would like to acknowledge the immense contributions of my supervisor, Dr. R. E. Ozioko, who gave his moral and intellectual support, painstaking guidance, thoughtful suggestions and timely corrections during the period of writing this thesis.

I recognise and appreciate the contributions made by my lecturers in the Department of Library and Information Science, especially Dr. F. C. Ekere, Dr. A.J.C Mole, Dr. V.N. Nwachukwu, Dr. M.N. Ngwuchukwu, Dr. N.E.E. Achebe, Prof. V.W. Dike, Prof. C. Omekwu, and the Dean of Education, Prof. Uju C. Umoh, for their contributions and excellent sense of direction towards the success of this work.

My sincere thanks go to Prof. Uche Eze (The Honourable Commissioner for Education, Enugu State), Prof. K. O. Usman (The Provost, College of Education (Special), Oyo), and Mr Kingsley Ihejirika for their role in instrument validation and data analysis. Finally, I am highly indebted to Alhaji A.S. Bida, Dr. M.A. Bitagi, and my family members for their patience and support, and to the management of Ibrahim Badamasi Babangida University, Lapai for giving me the opportunity to carry out this study. May Allah repay you all. Ameen.

Abubakar, Ndasaliu Usman
Department of Library and Information Science,
University of Nigeria, Nsukka

TABLE OF CONTENTS

	Page
Cover Page	i
Title Page	ii
Approval Page	iii
Certification	iv
Dedication	v
Acknowledgement	vi
Table of Contents	vii
List of Tables	x
List of Figures	xi
Abstract	xii
CHAPTER ONE: INTRODUCTION	1
Background of the Study	1
Statement of the Problem	11
Purpose of the Study	13
Research Questions	13
Significance of the Study	14
Hypothesis	14
Scope of the Study	15
CHAPTER TWO: LITERATURE REVIEW	16
Conceptual Framework	16
Concept of Job Performance	16
Concept of Motivation	19
Job Performance among Librarians	22
Motivational Factors Affecting Job Performance of University Librarians	27

Job Satisfaction and Its Effect on Job Performance	33
Problems Affecting Motivation and Job Performance of University Librarians	36
Need For Assessing Librarians Job Performance	40
Strategies for Improving Motivation and Job Performance among University Librarians	44
Schematic Diagram of the Conceptual Framework	47
Theoretical Framework	48
Maslow's Hierarchy of Needs	48
Douglas McGregor's X Y Theory	52
Herzberg's Motivation Hygiene Theory	53
Review of Related Empirical Studies	55
Summary of Literature Review	60
CHAPTER THREE: RESEARCH METHOD	63
Design of the Study	63
Area of the Study	63
Population of the Study	63
Sample and Sampling Technique	64
Instrument for Data Collection	64
Validation of the Instrument	65
Reliability of the Instrument	65
Method of Data Collection	66
Method of Data Analysis	66
CHAPTER FOUR: RESULTS	68
Research Question 1	68
Research Question 2	73
Research Question 3	77

Research Question 4	78
Research Question 5	79
Hypothesis Testing	80
Summary of the Major Findings	80
CHAPTER FIVE: DISCUSSION OF FINDINGS, IMPLICATIONS, RECOMMENDATIONS AND CONCLUSIONS	82
Discussions of the Findings	82
Implication of the Findings	85
Recommendations	86
Conclusion	87
Limitations of the Study	87
Suggestions for Further Research	88
REFERENCES	89
APPENDICES	95
APPENDIX A: Population of the Study:	95
APPENDIX B: Motivational Factors as Correlates of Job Performance of Librariansø Questionnaire (MFJPL)	96
APPENDIX C: Computation of Reliability	106
APPENDIX D: Result of Data Analysis	114

LIST OF TABLES

Tables	Title of Table	Pages
1	Mean Ratings and Standard Deviation of Responses on Job Knowledge and Competency	68
2	Mean Ratings and Standard Deviations of Response on Work Habits	69
3	Mean Ratings and Standard Deviations of Response on the Effectiveness of Staff Communication	70
4	Mean Ratings and Standard Deviation of Response on Character Traits	70
5	Mean Ratings and Standard Deviations of Responses on Human Relations	71
6	Mean Ratings and Standard Deviations of Responses on Leadership Attainment	71
7	Mean Ratings and Standard Deviations of Responses on Team Work and Cooperation	72
8	Mean Ratings and Standard Deviations of Responses on Quality and Quantity of Work	72
9	Summary of the Cluster Means	73
10	Mean Ratings and Standard Deviations of Responses on Salary	74
11	Mean Rating and Standard Deviations of Responses on Promotion	74
12	Mean Rating and Standard Deviations of Responses on Training	75
13	Mean Rating and Standard Deviations of Responses on Work Environment	76
14	Mean Rating and Standard Deviations of Responses on Leadership Style	76
15	Regression Table on Relationship between Motivational Factors and Job Performance	77
16	Mean Ratings and Standard Deviations of Responses on the Problems Affecting Motivation and Job Performance	78
17	Mean Ratings and Standard Deviations of Responses on Strategies for Enhancing Motivation for Improved Job Performance	79
18	Correlation Table on Influence of Motivational Factors on Job Performance	80

LIST OF FIGURES

Figure		Page
1	Schematic Diagram of the Purposes of Performance Appraisal	42
2	Schematic Diagram of the Conceptual Framework	47
3	Maslow's Hierarchy of Needs Diagram	51

ABSTRACT

The main purpose of this study was to determine the relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria. The study was designed to determine the level of job performance of librarians, their motivational factors, relationship between motivational factors and respondents' job performance, problems affecting performance and strategies to enhance job of performance librarians. The study was guided by five research questions and one null hypothesis. The population of the study is 92 librarians in state-owned universities in North Central Nigeria. No sampling was done in the research because the population was manageable. Therefore, the entire population was used. The questionnaire tagged Motivational Factors as Correlates of Job Performance of Librarians (MFAPL) was developed and used to collect data for the study. The questionnaire was validated by three experts from the University of Nigeria, Nsukka and Federal University of Technology, Minna. A total of 84 out of 92 librarians in state-owned universities in North Central Nigeria responded to the questionnaire. The overall reliability index of the instrument was 0.83, indicating that the instrument was reliable. The questionnaire was administered using research assistants after the researcher personally visited each university. Means and standard deviations were used to answer the research questions while Pearson Product Moment Correlation (PPMC) was used to test the hypothesis formulated for the study at 0.05 level of significance. The major finding of the study revealed that there is significant relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria and that their overall level of performance of librarians was good. All the motivational factors had good ratings. The study recommended the regular assessment of librarians' performance, adequate motivation of librarians; sustenance of the tempo of librarians' performance by exploring better ways of job performance(s). In the same vein, poor remunerations, delay in promotion, lack of staff training, bad university policies such as discriminatory attitude towards library staff as evidenced in the unwillingness to open opportunities for training among others were some major factors hampering the performance of librarians. The study discussed strategies for improving job performance such as empowerment of staff (that is giving employees freedom and authority to execute their jobs without overbearing supervision) rewarding and recognising their efforts and sacrifices, evolving stimulating working environment and welfare among others..

CHAPTER ONE

INTRODUCTION

Background of the Study

Universities are higher educational institutions where students undergo studies for the award of degrees or diplomas. Among the major objectives of universities include provision of high quality, comprehensive educational and training opportunities that are relevant to the varying needs of the students. The university is also dedicated to providing faculty, staff, and students with the environment and infrastructures that help them develop. As part of their objectives, universities help students and members of staff understand and develop the necessary skills that will help them to excel in whatever path they choose. In addition to the above mentioned objectives, universities provide opportunities for students to understand their competencies, aspirations and options through a variety of means, including personal discussion with professional advisers that collaborate with the university academic departments, colleges and relevant organizations in activities designed to further the aims of the service. Universities recruit, train and develop staff at various levels to enable those objectives to be met.

State-owned universities are those universities established by states or equivalent segments of a country. Such universities are established primarily to cater for the indigenes to secure admission into them to further their education. Establishment of state universities goes a long way in reducing student admission problems since securing admission into federal universities has become very difficult. State-owned universities award degrees and certificates as federal universities do. The edict establishing these universities is usually passed by the state House of Assembly. In the same vein, senior staff appointments and those of principal officers come from the state. Most of the financial expenses of the state

universities come from the state government. Usually, the governor of the state is the visitor to the university.

Every university irrespective of the type has a functional library. The library attached to the university is referred to as a university library. University libraries are identified by the university of which they are a part, serving the teaching and research needs of students and staff. These libraries serve two complementary purposes: to support the school's curriculum and to support the research of the university faculty and students. University libraries decide what focus they take in collecting materials since no single library can supply everything.

University libraries provide all of the following: an organized collection of printed or other materials or combination thereof, a staff trained to provide and interpret such materials as required to meet the information, cultural, recreational or educational needs of clientele and the physical facilities necessary to support such a collection, staff, and students. The library provides reference services and all possible information needs for researchers, students, academic staff as well as neighbouring communities, University libraries also provide technical service such as book binding, printing, editorial and reprographic services. These libraries ensure fast and quick accessibility to the available print and non print information resources to staff and students at all times. Being one of the most important facilities in any learning institution, a library is the centre for knowledge acquisition and development in the university. In summary, services provided in a typical university library include traditional ones like loan transactions, ancillary services such as binding and photocopying, and current awareness services like selective dissemination of information (SDI).

Librarians. manage /organise, evaluate and disseminate information, providing support to members of the university community including students, researchers and teaching staff. These librarians may be responsible for a specific academic subject, developing

specialist knowledge and other functions such as resource ordering, loans, specialist collections, ICT systems and library project. Their main role involves facilitating and supporting learning by teaching information retrieval skills to students and staff within classrooms or virtual learning environment. Saka, Abubakar and Abubakar (2014) state that librarians in Nigerian universities enjoy equal academic status / benefits like their counterparts (faculty members) undertaking teaching and research functions as well as scholarly contributing to knowledge. Edibo (2009) posited that academic librarians in universities world-wide enjoy academic status like the faculty members but must fulfil certain conditions in order to be promoted.

According to Justine, James and Karen (2007), librarians spend considerable time working with electronic resources involving data bases management and web development. They are responsible for acquiring, organising, managing and distributing library resources and ensuring that library provision meets the needs of all its users. Academic librarianship is a people-focused role, requiring individuals to manage learning resources while keeping the library users' needs in mind. Their duties vary considerably according to the size of the library, but typically include, selecting, developing, cataloguing and classifying library resources, answering researchers' enquiries, management of staff, including recruitment, training and/ or supervisory duties. Other duties performed by librarians include supporting independent research and learning, assisting readers to use computer equipment, conducting literature search, and providing the library resources to users. One is qualified to become a librarian especially those with a first degree other than in librarianship must do a Masters in Library and Information Science. Librarians are expected to possess strong IT skill, team work and management skills, verbal communication skill and familiarity with the use of databases and the Internet. However, these skills can only be well displayed if librarians are adequately motivated.

Everybody who works in an organisation such as the university library has certain jobs assigned to him or her to perform. Such jobs are assigned based on qualifications and experiences of such people. Coleman (1993) defined a job simply as a collection of tasks, duties and responsibilities assigned to a position or individual in an organisation. Job can also be seen as a set of duties and responsibilities whose completion serves to further organisational objectives. The performance of a job is how well or otherwise an individual undertakes the job. As Bassey (1999) observed, job performance is a function of many variables and therefore subject to numerous definitions and interpretations. Job performance is the actual workers execution of assigned tasks. For purposes of this study, job performance is interpreted as the act of performing a set of duties or responsibilities assigned to an individual working in an organisation. Job performance is the sum-total of a worker's execution of assigned tasks. Job performance is central to the growth and stability of an organisation. This is why it is important to find ways of motivating employees.

Alhamdu (2010) posits that a well-motivated staff is a great asset to any organisation because he or she will always be production-hungry, adding that such a staff is usually proud, ready, willing, available, and able to deliver on any assigned task no matter the circumstance, making him to be highly efficient, focused and goal-oriented. The effective provision of information service for maximum utilisation by the academic community depends on how the library is equipped and administered. This can only be achieved when members of the library staff are hardworking and exhibit excellence in the performance of their jobs. The professional job in the library is very important and plays a significant role in the provision of efficient services to library users. For professionals to render maximum service there must be drive or motivation urging them to greater effort and excellence (Lawal, 2004). It is a well known fact that a happy worker is a productive worker. This suggests that the emotional state of a worker is significant for productivity, both in the quantity and quality of service rendered

by the worker. Boxal and Purcel cited in Armstrong (2004), asserted that the level of individual performance is a function of ability, motivation and opportunity (AMO). People perform well when;

- They are able to do so (they can do the job because they have the necessary abilities and skills).
- They have the motivation to do so (they will do the job because they want to and are adequately given the incentives).
- Their work environment provides the necessary support and avenues for expression (for example functional technology and the opportunity to be heard when problems occur). Therefore, in order to influence employee performance positively, it is mandatory for all managers to stimulate and induce the staff to put in their best.

Efficient and effective job performance of the librarian, who has an important place in the information society, is crucial to the success of the university as an intellectual mill. Aarabi, Subramaniam and Almintisir (2013) opined that it is important that employers of labour know the primary needs of workers to manage and address them towards great job performance. It is for this reason that there is need to understand how the material and moral elements interact to impact on the job performance of librarians. Librarians seem to be characterized by a strong obligation to meet the demands of users. According to Inana (2008), employers of labour can enhance performance of their employees by providing them with reasonable pay, welfare services, such as rewarding hard working employees, promotion and in-service training, and punishing erring employees. Therefore, in order to influence employee performance positively, it is mandatory for all managers to stimulate and induce the staff to put in their best. Employees are more likely to demonstrate good job performance

if they understand that doing good work increases their chances of advancement and higher pay. All these are vital for employees' success on the job.

According to Bates and Holton, cited in Armstrong (2006), performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors. On an individual basis, it is a record of a person's work or job accomplishments. However, accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. The success of any organisation is directly related to the performance, productivity and commitment of its employees. According to Williams (1995), the livelihood of a company is dependent on the employees. Librarians, who perform more complex and intellectually vigorous jobs in the libraries, become much concerned about job satisfaction in order to promote efficiency of library personnel in the realisation of the goals and objectives of librarianship (Murray, 1992). How they feel about the work they are doing and the results received from that work directly impact on the organisation's performance and ultimately its stability.

Low performance and not achieving the goals might be experienced as dissatisfying. Good performance could be enhanced or improved upon by encouraging and developing a harmonious and pleasant work place. Clear and unambiguous job description, punishing poor job performance in reasonable ways, and rewarding good job performance among others, serve as a motivation to employees. Motivation is one of the most important factors affecting human behaviour and performance. According to Aarabi, Subramaniam and Almintisir (2013), motivation is a Latin word and it means 'to make'. Psychologists believe that motivation is the process that drives individuals towards achieving a goal. Moreover, motivation gives a person a purpose and the drive that he needs to achieve it. It helps people to push or pull from bad situations, which are negative features in their lives. To be effective, management needs to understand what motivates the professional library staff within the

context of the roles they perform. Employees who are motivated enjoy their jobs. They care about the quality of their work and they generally are what employers call "engaged" workers who enthusiastically embrace their duties and responsibilities. Obisi (1996) in the book *Personnel Management* defines motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the ability to satisfy some individual needs. In order to get librarians satisfied and committed to their jobs, there is need for strong and effective motivation at various levels, departments, and sections of the library.

No matter the size of a functional library as well as the scope and strength of the collection, the manager of a library cannot meet his or her set goals if members of staff are not well-trained, properly equipped and highly motivated. In the world of work, a number of factors interact to affect both the quantity and quality of workers' efforts towards their job. How satisfied librarians are with their jobs may affect their performance in their jobs, their relationships with their co-workers, subordinates, clients, physical health, social lives and adjustment. In the long-run these will affect the mental health, happiness and longevity of the librarians. Motivated employees are happier and more productive. They perform duties assigned to them with total commitment, concentration and dedication, the end of which is a good result. Employees who are motivated to perform their duties usually are conscientious workers who show pride in the quality and quantity of their work. However enthusiasm, commitment, pride and productivity are the cornerstone of employee engagement.

Motivational factors are the drivers of human behaviour related to the intrinsic nature of the work, and also necessarily to the surrounding circumstances or environment. They refer to the dynamics of behaviour which involves people's needs, desires and ambitions in life. Other motivating factors include salary, promotion, training, work environment and leadership styles. One may ask if money actually demotivates? Some have argued that it does; that there is a natural tension between extrinsic and intrinsic motives, and that financial

rewards can ultimately depress or crowd out intrinsic goals (e.g. enjoyment, sheer curiosity, learning or personal challenges). A promotion refers to the advancement of an employee's rank or position in a hierarchical structure. Job promotions usually include a new job title, a greater number of responsibilities and a pay increase.

Employee training is a tool that managers can utilise to help enhance employees' performance. The challenge for the employers of labour is to design training options that give employees the information or skills they need and then measure whether those training options are effective in producing desired outcomes. Employees can receive two kinds of training to improve their performance. First the organisation can offer general training to give employees new knowledge and skills, which will be transferable to any future job. Second, the organisation can offer training in skills specific to its technologies and new processes. The effect of training on job performance is great. Training is designed to provide employees with the knowledge and skills needed for their present job because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Training facilitates self-development and also provides opportunities for career development. Every employee has a desire to grow, develop and rise higher. This desire should be exploited fully in motivating employees to perform better. In fact, there is an increasing awareness in organisations that the investment in training could improve organisational performance in terms of increased productivity. Training raises the worker's productivity. Most organisations invest in training because they believe that it brings about higher performance. Employers should design training options to motivate workers of all types, minimise their error rate, absenteeism and give them feedback during training.

Each employee or group of employees must be assessed for training needs. Accordingly, Audra (2010), states that managers and supervisors operate under the mistaken impression that the level of employee performance on the job is proportional to the size of the

employee's pay packet. Although this may be true in some cases, numerous employee surveys have shown this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an 'entitlement'. In broad terms employee training is more effective than salary increase.

There are other factors that provide a more powerful determinant of employee performance. When these other factors are missing or diluted, the employee comes to work only for a cheque. In this case, the employee is present at work in body only, leaving his or her mind outside the gate. It is the quality of the employee's work environment that mostly determines their level of motivation and subsequent performance. How well they engage with the organisation, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay on the job. Many studies have revealed that most employees leave their organisation because of the relationship with their immediate superior or manager.

The role of leadership in job performance as a source of motivation is an important issue. Fatokun (2010) is of the view that leadership is about listening to people, supporting and encouraging and involving them in the decision making and problem-solving process. It is about building teams and developing their ability to make skilful decisions. A leader is a person who plays the central roles in interactions and who influences the behaviour of other members of the group. He is an individual who has authority over others and is responsible for guiding their actions.

Aniemeka (2003) observed that Nigerian civil servants are not adequately motivated. They lack working tools and equipment. This makes the working situation to be so frustrating for the civil servant. It gives rise to a non-committal attitude to government programmes,

apathy and low morale which leads to ineffectiveness, inefficiency and low productivity. This makes the working condition to be so unattractive. According to Senyah (2003), when employees are highly motivated, they tend to direct their energies towards meeting organisational goals and to display continuum levels of performance. Conversely, when motivation declines, there is a great tendency for employees to display such negative traits as apathy, hostility and aggression. These traits also tend to undermine efficiency, productivity and sustainability. The need to motivate and be motivated is therefore continuous and constant.

If employees are motivated to achieve certain goals, they will be satisfied if they achieve these goals, usually by improving their performance. There may be even greater satisfaction if they are rewarded through extrinsic recognition or intrinsic sense of achievement. This suggests that performance improvements can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform, and rewarding them through financial or non-financial means when they perform (Armstrong, 2007). Libraries are indispensable cornerstones of universities. The qualifications of the library personnel are the fundamental determinants of development and organization of the service. Rendering effective service in libraries depends on its human resource (Bamigboye, Buraimo & Ajani, 2008).

Correlation is a statistical measure that indicates the extent to which two or more variables relate together. Positive correlation indicates the extent to which those variables increase or decrease in parallel or development. A negative correlation indicates the extent to which one variable increases as the other decreases. When the fluctuation of one variable reliably predicts a similar fluctuation in another variable, there is often a tendency to think that the change in one causes the change in the other. The variables in this study are the motivational factors which are independent variables, and job performance as a dependent

variable. The determination of the relationship between these two variables on librarians' job performance will go along way in making this study a reference material for future work on job performance and motivation of university librarians.

This study covers state-owned universities in North Central Nigeria which were established between 1992 and 2009 as earlier stated. Apart from Benue State University, Makurdi that is located in the state capital, others are located outside their state capitals. For example, Ibrahim Badamasi Babangida University, Lapai was established in 2005 and it is located at Lapai; Plateau State University is located at Bokkos; Kwara State University is located at Malete; Kogi State University is located at Anyigba while Nassarawa State University is sited at Keffi. These universities have functional and well equipped libraries. As at the time of this study, a total number of 95 librarians were working in these universities. Appendix A shows the universities, their years of establishment, and their places of location and population of librarians working in them. Some of these universities named their libraries after some influential people in their states. For example, IBB University, Lapai, named its university library after one Alhaji Abubakar Gimba, of blessed memory who was a seasoned and prolific writer in his life time, while Kogi State University named its library after Dr. Aliyu Obaje. (The Attah of Igala).

Statement of the Problem

Good job performance gives one job security and ensures that one does not find oneself pounding the pavement looking for a new position. To advance through the ranks at one's current place of work, above-average job performance is an important prerequisite. To qualify for internal promotions, special projects and professional development opportunities, the librarian will look first to the above-average performing staff. Poor job performance breeds low productivity, absenteeism, low morale, poor material control, conflict management, poor time management, and bad staff communication skills. Good job

motivation brings about high productivity, qualitative service delivery, high moral and material control (Adigu & Omodafe, 2008)

Employee motivation is important because it dictates employee performance, commitment, productivity and job satisfaction. Motivation is necessary as human nature needs some sort of inducement, encouragement or incentive in order to perform well. Motivation of employees offers many benefits to the organisation and also to the employees. This suggests the importance of motivating employees. Motivation acts as a technique for improving the performance of employees working at different levels. The importance of motivation on the job performance of workers therefore cannot be over emphasised, for it increases the efficiency and productivity of employees. That is to say, it ensures a high level of performance of employees, better cooperation from employees and cordial labour-management relations, reduction in the state of labour absenteeism , turn over, and industrial accidents, improvements in the morale of employees, security of employment and other benefits due to cordial relations with the management, As a member of a staff of the State-owned universities in the study area, and seeing the rate at which academic librarians leave for federal universities despite the increase in their salaries and other allowances, there became the need to unearth the cause of this problem

Over the years it has been observed that workers productivity has continued to dwindle. This might be as a result of certain motivational factors which are lacking to boost the morale and enhance their productivity. It has been observed that studies in this area have been carried out in other parts of the world, but no such study has been undertaken in the area of the study. No such study has also been carried out yet especially on the academic librarians under study to determine this correlation, hence the need for this study. The problem of this study, therefore, is to investigate whether motivational factors are correlates of job performance of academic librarians in state-owned universities in North Central Nigeria.

Purpose of the Study

The general purpose of this study is to determine the correlation between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria. Specifically, the study is to:

1. Determine the level of job performance of librarians in state-owned universities in North Central Nigeria.
2. Determine the motivational factors of librarians in state-owned universities in North Central Nigeria.
3. Find out the relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria.
4. Identify problems affecting motivation and job performance of librarians in state-owned universities in North Central Nigeria.
5. Determine strategies for enhancing motivation for improved job performance of librarians in state-owned universities in North Central Nigeria.

Research Questions

This study was designed to provide answers to the following questions:

- 1 What is the level of job performance of university librarians in state-owned universities in North Central Nigeria?
- 2 What are the motivational factors of university librarians in State-owned universities in North Central Nigeria?
- 3 What is the relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria?.
- 4 What are the problems affecting motivation and job performance of librarians in state-owned universities in North Central Nigeria?

- 5 What strategies could be adopted for enhancing motivation for improved job performance of librarians in state-owned universities in North Central Nigeria?

Significance of the Study

Findings from this study are expected to be beneficial to several groups of people such as librarians, university management, researchers and students. For the Library management, it will help them determine the strength of those motivational factors that would bring about effective and efficient job performance and also, those factors that are detrimental to good job performance. That is to say, librarians have the responsibility first to make sure the deficiency needs are met that is safe environment, proper salaries and proper environment in which employees can develop their potentials. Provision of all these will encourage university librarians to perform better. Above all, they would be able to appreciate the effect(s) of motivational factors as an ingredient for a good job performance. The result of the study will avail librarians of the practical approach to staff motivation. It will also equip library management with information on the performance variables for university librarians.

In the case of library management it will enable them to provide good favourable working conditions and environment for enhancing librarians' job performance, bearing in mind the enormous task of information dissemination and other tasks being performed by these librarians and a basis for an enhanced working relationship between management and staff. Finally, this study is expected to benefit students and researchers in the areas of job performance and job motivation by furnishing them with data for their research, and also serve as a useful reference material for further studies and researches

Hypothesis

The following hypothesis was formulated to guide the study and was tested at 0.05 level of significance

H₀₁. There is no significant relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria.

Scope of the Study

The study covers North Central Geo Political Zone of Nigeria which comprises six states namely, Benue, Kogi, Kwara, Nassarawa, Niger, Plateau and the Federal Capital Territory (FCT) Abuja. Each of these states has one state-owned university. There are six (6) state-owned universities in North Central Geopolitical Zone of Nigeria. This study focused on motivational factors as correlates of job performance among librarians in the State-owned universities in North Central Nigeria. In addition, librarians with first degree and above in the field of librarianship working in these universities constituted the population for this study. In testing the formulated hypothesis for this study, only five extrinsic job related factors namely salary, promotion, training, working conditions and leadership styles were considered..

CHAPTER TWO

REVIEW OF LITERATURE

In this chapter, relevant literature on the topic is reviewed, under the following sub-headings:

Conceptual Framework

- Concept of Job Performance
- Concept of Motivation
- Job Performance among Librarians
- Motivational Factors Affecting Job Performance of Librarians
- Problems Affecting Motivation and Job Performance of Librarians
- Strategies for Improving Motivation and Job Performance of Librarians

Theoretical Framework

Maslow's Need Hierarchy Theory

Douglas McGregor's X Y Theory

Herzberg's Motivation Hygiene Theory

Review of Related Empirical Studies

Summary of the Review of Literature

Concept of Job Performance

There are different views on what performance is. Performance can generally be defined from three levels: organization, team and individual. It can be regarded simply as the record of outcome achieved. Organizational performance depends on how the leaders perceived the organizational goals. The decisions as to what an organisation want its employees to do lie with the leaders in the organisation. For instance, if the decision is to produce more, then productivity is the key issue and if it is high quality performance, then

quality control may be the most important issue. Team performance has to do with commitment of the entire team of an organization for its success.. At individual level, it is the record of a person's accomplishments. Performance in the view of different scholars has different definitions, depending on their individual orientations or entry points. These entry points are result-oriented performance theory, conduct-oriented performance, and the integration of conduct and results-oriented performance. Result-oriented performance definition equates performance with the completion of defined tasks, achievement of goals, outcomes and output. In essence, performance with result-oriented concepts tends to regard work as the set of tasks or activities to be finished to meet the organization's goals or values. Campbell (1990) believes that "Performance is behaviour and should be distinguished from the outcomes because they can be contaminated by system factors". Bernadin, Kane, Spina and Johnson in Cai-feing (2010) define performance as the output record of a specific job function or activity at a particular time.

Job performance is the result of specific functions or activities of workers in a given period of time. Job performance more commonly refers to how well someone performs at his or her work. It consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment (Milkovich, 1991). Historically, there have been three approaches to the definitions of Job performance. Thus job performance is viewed as a function of outcomes, as a function of behaviour and as a function of personal traits. Kane (1996) argues that performance is something that the person leaves behind and that exists apart from the purpose.

Job is what the organisation hires one to do, and do well (Campbell 1993). Wang (2010) defines performance function according to the six dimensions of job performance: quality, quantity, time, cost-effectiveness, highest demand and interpersonal impact. Thus, performance is not defined by the actions itself but by judgemental and evaluative processes.

Moreover, only actions which can be scaled, that is. measured, are considered to constitute performance. The outcome aspect refers to the consequences or results of the individual behaviour. The above- described behaviour may result in outcome such as pupils' reading proficiency or members of successful heart operations. The outcome aspect of performance depends also on factors other than the individual's behaviour. For example, imagine, a teacher who delivers a perfect reading lesson (behavioural aspect of performance) but one or two of his pupils nevertheless do not improve on their reading skills because of their intellectual deficits (outcome aspect of performance)

According to Accel (2005), performance is considered to be a function of ability and motivation. Thus, job performance equals ability multiplied by motivation. Bernadin (1995) posits that, "Performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization and economic contributions". According to Bates and Holton cited in Armstrong (2007), "Performance is a multi-dimensional construct, the measurement of which varies depending on a variety of factors".

In industrial psychology, job performance is frequently represented by this equation: $\text{Job performance} = \text{Motivation} \times \text{ability} \times \text{situational constraints}$. Situational constraints are factors beyond the control of individual employees, such as tools, policies and resources that have an effect on job performance (Williams 2007). Performance is achieved if it embraces both behaviour and outcomes. This is well put by Brumback cited in Armstrong (2007) that performance means both behaviours and results. Behaviours emanate from what is performed and transform performance from abstraction to action. Not just the instrument for results, behaviours are also outcomes in their own right-the product of mental and physical effort applied to tasks- and can be judged apart from results.

According to Waheed and Addul (2011), job performance is one of the most important activities that reflect both the goals and the means necessary to achieve it and

represents the specialist efficiency or reaching out the desired level of achievement in that work and associates to the outputs that the university students and staff seek to achieve., The better one's performance, the higher one's earning potential. When one performs one's job to the best of one's ability, it benefits one and one's colleagues. Being a contributing member of the team and a helpful, supportive co-worker will make one's work life more enjoyable and rewarding. One is expected to get the same kind of assistance from co-workers when one needs an extra hand on project or task. Performance with result-oriented concepts tends to regard work as the set of tasks or activities to be finished to meet the organizations goal or values.

Concept of Motivation

In order to extract more from employees, one needs to understand how to make people work more or work better. Motivation is indeed the satisfaction of human needs and desires. It is one factor that can bring or enhance job performance. In the same vein, lack of motivation brings about low performance on the part of workers. According to Frederick Herzberg (1960), the motivating factors are the six job content factors that include achievement, recognition, work itself, responsibility, advancement and possibility of growth. Motivation is what causes people to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. In every day usage, the term motivation is frequently used to describe why a person does something.

According to Badawy (1998), needs are the key to motivation, and needs initiate and guide the individuals action until the goals that generated them are reached at which time the tension created by these needs are dissipated. Motivation inspires people to work, individually or in groups in ways such as to produce best results. The word motivation is generally used to reflect the effort or drive that an individual puts into an activity. In spite of more recent attention to commitment, motivation is still considered to be an important

influence on performance (Derek 2008). Motivation is one's willingness to exert efforts towards the accomplishment of one's goal. According to Khanka (2008), motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive.

Motivation is the will to act. It is the willingness to exert high levels of effort towards organisational goals, conditioned by the efforts and ability to satisfy some individual need. Motivation helps understand this. Motivation is a psychological and sociological concept as it relates to human behaviour and human relations. It is a psychological feature that arouses an organism to act towards a desired goal and elicits controls and sustains certain goal directed behaviour. At the same time it could also be considered as a driving force, a psychological one that compels or reinforces an action towards a desired goal. For example a student wanting to enter a university is a motivation that elicits a desire to read hard to pass his or her ordinary level papers at credit level.

The word motivation may be rooted in a basic impulse to optimise well-being, minimise physical pain and maximise pleasure. Motivating means encouraging people to take more initiative and interest in the work assigned to them. According to Halepota (2005), motivation is conceived as a person's active participation and commitment to achieve the prescribed results. He opines that the concept of motivation involves different strategies that produce different results at different times. It can also originate from specific physical needs such as eating, sleeping or resting, and sex. It could be an inner drive to behave or act in a certain manner. Motivation is not simply working hard-it also reflects your view of your own abilities.

The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfil some needs or expectations. Ivu (2011) defines motivation as an inner state of mind that causes a person to behave in a way

that leads to the accomplishment of stated goals. They conceive motivation as something which drives a person to perform. People's behaviour is determined by what motivates them. Their performance is a product of both ability level and motivation. Mullins (2006) asserts that although motivation is a necessary contributor to job performance, it is not the only one. Along with ability, motivation is also a combination of levels of skills, knowledge about how to complete the task, feelings and emotions; and facilitating and inhibiting conditions not under the individual's control. There are several reasons that employees require to be motivated. First, an organisation can easily survive when employees are motivated.

To motivate others is the most important of management tasks. It comprises the ability to communicate, to set example, to challenge, to encourage, obtaining feedback, to involve, to delegate, to develop and train, to inform, to brief and to provide a just reward. However, what is clearly evident is that if the manager is to improve the work of the organization, attention must be given to the level of motivation of its members. According to Robbins and Judge (2012), motivation is defined as the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal. Khanka (2008) defined motivation as a "process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive".

According to Mullins (2006), motivation is described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems. The three key elements in the definition given above are intensity, direction, and persistence. Intensity describes how hard a person tries. This is the element being discussed upon mostly when discussing motivation. However, high intensity is unlikely to lead to favourable job performance outcomes unless the effort is channelled in a direction that benefits the organization. Therefore, the quality of effort as well as its intensity

is considered. Effort directed towards, and consistent with, the organization's goals is the kind of effort that is required.

There are three major components of motivation: activation, persistence and intensity. Activation involves the decision to initiate behaviour, such as enrolling in a physics class. Persistence is the continued effort towards a goal even though obstacles may exist such as taking more physics courses in order to earn a degree even though it requires a significant investment of time, energy and resources. Finally, intensity can be seen as the concentration and vigour that goes into pursuing a goal. Motivation may be defined as psychological forces that determine the direction of a person's behaviour in an organisation – a person's level of effort, and a person's level of persistence in the face of obstacles (Jones and George 2001). Motivation is a general term applied to the entire class of drives, desires, needs, wishes, and similar forces. To say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner. Finally, motivation has a persistence dimension. This measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal. Motivation is a panacea for better performance, hence for effective performance, motivation should be adequately provided for employees so as to make them perform better..

Job Performance among Librarians

Librarians are the main hub in the day to day maintenance of academic institutions' learning resources, as well as teaching, giving instructions to users and carrying out daily administrative duties in order to enhance proper learning and teaching environment. Hence, the librarians in academic institutions are faced with unique professional responsibilities that should be uniquely appraised based on their job description. Quality staff performance appraisal, if administered appropriately in a developmental sense, can become a channel to

provide more learning opportunities for staff as well as powerful instrument in building a learning organization.

Librarians are the ultimate search engines. They are the glue that binds successful, efficient and excellent library services to the students, faculty and staff that require library information resources. The library staff care deeply about how they are perceived by all their customers and handle their complex responsibly with the utmost compassion, professionalism, technical ability and diligence. The head of library plays a great role in enhancing the performance of librarians. According to Bass (2010), the range of leadership skills required of library managers is greater than ever. Staff members have to learn to think and live in different ways. Three leadership basic styles can be defined as follows:

Autocratic Leadership Style: This style is characterised by authoritarian behaviour, unilateral decision making, one way communication and the denial of conflict. In short, the leader acts as an absolute monarch with unlimited authority. This type of leadership in any library does not encourage job performance on the part of workers.

Democratic/Participative Leadership Style: This style involves shared decision making, open communication and realisation that conflict is inevitable and must be managed. Although the leader maintains final authority, subordinates input and consultation are highly valued. This type of leadership encourages staff to perform well. Librarians should be democratic in their style of leadership in order to instil the spirit of hard work in their staff.

Free-Rein Leadership Style: This style allows subordinates maximum autonomy in their job. Individual decision making, free exchange of information, interpersonal conflict resolution and minimal leadership control are standard. This type of leadership also brings about good job performance, but the librarian must be careful in order not to be disrespected at the end.

The librarian's task is to reduce the anonymity of books, films, and other materials embodying the thought of the present generation as well as prior generation. According to Bamigboye, Buraimo and Ajani (2008), librarians typically have credentials in teaching as well as in library science. This allows them to participate in school administration and curriculum development in addition to managing their library duties.

Mosley (2004), asserted that the task of the librarian is to help his client separate the static from the message; to locate, within the enormous surge and rush of printed and other materials, precisely the knowledge he needs. As Nigeria advances towards becoming more industrialised, Nzotta (2007) notes that there is therefore an urgent and increasing demand for qualified and dedicated librarians to manage libraries. According to Ekoja and Adamu (2003), librarians in schools no doubt participate in the educational mission of their institutions by providing information and services which enhance the advancement of learning and research. From the assertion made by the above authors it could be seen that the task of librarians is enormous. They organise and order the perfect flow of information for their clients and also help to locate them with ease. Furthermore they select the best material and continue to screen them. In addition, they manage, organise and disseminate information, providing support to members of an academic community, including students, researchers and teaching staff. Their main role involves facilitating and supporting learning by teaching information retrieval skills to students and staff within classrooms or virtual learning environment. Bello and Mansoor (2012) state that librarians like other professionals in retrospect need to reflect with increasing needs of development.

Understanding the employee's job behaviour assists departments and leaders to efficiently and effectively plan for the development and growth of the organisation. Every organisation tries to achieve the objectives by concentrating on many aspects of human resource. As Hair, Ismai and Mohammed (2010) observe, upgrading the knowledge and

skills of workers, equipping workers with the latest and specific skills, improving productivity and value-added operations, preventing workers skills from becoming redundant and enhancing the training culture among the workers, are today the most important goals in some developing countries. As such organizations must keep well trained and effective work force for better job performance. Hence, no public or private organisation engages labour for idle reasons. Usually, they recruit personnel to produce good service. Organizations need highly performing individuals in order to meet their goals, to deliver the product and services they specialise in, and finally to achieve competitive advantage. Performance is important for the individual and for an organisation as a whole. However, to get employees to perform their roles, in line with the vision and mission of an organisation, has never been an easy task to managers of organisation, and this difficulty has inspired some intellectual enquiry into the phenomenon called 'job performance'.

The following tasks are typically undertaken by the librarians

- developing and managing collection of books and journals (both paper and electronic) as well as websites;
- managing buildings, furniture and equipment;
- carrying out staff management, which may involve recruitment and selection, appraisals, support and development, disciplinary action, staff rosters and training, as well as allocating daily tasks;
- dealing with budgets and, in some cases, purchasing resources;
- maintaining relationships with external bodies such as suppliers;
- contributing to academic course development and liaising with academic departments;
- managing and supporting the provision of reading lists and allocating length of loans;
- creating, updating, and managing information resources, both electronic and printed;
- selecting, acquiring and cataloguing information using library and information software;

- assisting research and literature searches using databases, printed resources and the internet;
- delivering information and learning skills courses for students and staff;
- keeping up to date with relevant professional developments in the library sectors;
- participating in professional groups or networks among others.

The university librarian must, therefore, ensure effective means or approach that will lead to maximum performance for his or her staff. Librarians should be able to identify with their subordinates, their ability and skill level and their level of motivation. Ojo (1998) stated that staff should be involved in decision-making process in a job that they perform to increase productivity. For employers to increase job performance of their employees, they need to address factors affecting job performance. In a study conducted by Bamigboye, Buraimo and Ajani (2008) on some selected universities, comprising both state and federal universities in Southwest Nigeria, it was discovered that job performance of academic librarians has been at a very low ebb.

Librarians in universities cannot render efficient quality services unless they are satisfied with their job and their working conditions, as observed by Onyejiaku cited in Inna (2008). Machz (1989) also stated that there is evidence of poor job performance by academic librarians in various African universities. In the same vein, Ekere (2011) in his study titled "academic staff development variables and job performance of library and information science lecturers in Nigeria universities" acknowledged that the majority of qualified lecturers in Nigerian universities have no motivation to teach. They are simply not showing enough commitment to their job in spite of recent increases in salaries and allowances. The fact that the majority of university librarians dominate decision-making and often take unilateral decisions without consulting subordinate officers could invariably have made this anomaly possible. Nwachukwu (1999) observed that the productivity of employees in Nigeria is

affected by many factors. These according to him, include social, technological and management factors that constitute the bottleneck to employee performance. According to Myer (1998), indicators of low motivation, in addition to poor performance, include: Poor productivity, high labour turn over, high absentee rate, and excessive lateness.

To minimize these problems and ensure effective performance, Myer (1998) proposed the following: Training and development to ensure career opportunities; provision of purposeful, challenging job design that can assist employees with opportunities to learn and to be creative, and display competency in welfare systems. Librarians should not be denied promotion when due, for delayed promotion breeds low performance. According to Eze (1999), managers' attitudes to work, their quest for excellence and their expectations of higher standard of excellence influence the performance of their subordinates. Employers of labour should understand the employees job behaviour for effective performance.

Motivational Factors Affecting Job Performance of University Librarians

Motivational factors are instruments that prompt people to action. Hence, while using motivational tools, these should be adequate and capable enough to motivate employees to make their maximum efforts to accomplish the set goals. Man is a wanting animal. He works to satisfy his needs in a prepotency order, and can only perform better when his needs are met. When needs are not satisfied, people become frustrated and perform below expectation. It is important that managers know the primary needs of workers to manage and address them toward great job performance. When their needs are met, the employees are likely to take responsibility for their performance and thus they will perform well to achieve their organisation's goal. According to Randall, Stice, Ragan (2004), putting everything into one's job gives one a sense of accomplishment and self satisfaction.

The word motivation is generally used to reflect the effort or drive that an individual puts into an activity. In spite of more recent attention to commitment, motivation is still

considered to be an important influence on performance. Motivation is one's willingness to exert efforts towards the accomplishment of one's goal. Malik (2010) argues that studies have proved that motivated employees are more productive. As such, managers must motivate employees with respect to the roles they perform. Poor motivation is believed to breed low productivity, absenteeism, low morale, poor material control, conflict management, poor time management and bad staff communication skills. On the other hand, good job motivation brings about high productivity, quantitative service delivery, high moral and material control (Adigu & Omodafe, 2008). Employee motivation is important because it dictates employee performance, commitment, productivity and job satisfaction. For example, recognition of good work at an appropriate time gives encouragement to employees to show better job performance in future. and job enrichment provides an opportunity for greater recognition and advancement. Tyson (2006) states that employee morale and motivation improve as goals are being met and company performance is being enhanced. Some theories of motivation emphasise the need for individuals to be motivated to fulfil basic needs and these are referred to as content theories of motivation. If work is constructed as an opportunity for these needs to be fulfilled, then greater effort or work is predicted.

Due to delegation of authority, a subordinate employee feels that the superior has faith in him and also in his ability to use authority in a proper manner. Employees get mental satisfaction when authority is given to them. They take interest and initiative in the work and try to prove that they are competent to work at the higher levels. Thus, delegation of authority becomes a motivating factor, which in turn encourages workers to perform better. Among the workplace environmental factors that need consideration by any serious manager to boost performance include mentoring, coaching and resource availability.

Mentoring/ coaching makes available to employees skilled and respected people to help perform better in their current role and to assist them develop further in their future role.

Mentors and coaches may be internal to an organisation or external. Resource availability enables the vast majority of employees to take pride in their work and try hard to do a good job. Adequate time and material resources need to be available to enable librarians to perform to the best of their ability. Health (2006) asserted that availability of resources makes the work of librarians easier and help minimise error rates and patron dissatisfaction by supplying job aids such as templates, guides, models and checklist..

However, some factors serve to cause job dissatisfaction and rarely get involved in events that lead to positive attitudes of workers towards their job. Employees are more likely to demonstrate good job performance if they understand that doing good work increases their chances of advancement and higher pay. All these are vital for employees' success on the job.

Motivation of employees is of paramount importance because employees are the most critical and versatile resources needed by any organization for sustainable growth and corporate survival. Motivated employees are needed in rapidly changing workplaces. They help organisations to survive and are more productive. Motivation of employees offers many benefits to the organisation and also to the employees. It acts as a technique for improving the genesis of an organisation, and also as a technique for improving the performance of employees working at different levels. This suggests the importance of motivating employees for a good job performance.

In the opinion of Gray and Starke (2011) in the book, *Personnel Management* "motivation is the result of processes, internal or external to the individual that arouses enthusiasm and persistence to pursue a certain course of action." There are many factors that affect job performance, as many researches have shown. Martel (1989) in his study on, "Achieving High Performance in Library Work", identified three factors that determine high performance. They include: productivity factors (how many, how fast, how good); intermediate performance factors (how efficient, how effective); and finally advanced

excellence factors. The advanced factors relate to the basic mission of the library. They place the library within an encompassing social context. This context includes the social ability of the library as an institution; the degree to which the library enhances democratic processes and the skills and aptitudes of the population; the benefits of the library to the process of scholarly communication, and the contribution of the library to the attainment of the present institution's goals. Factors such as ability, effort, motivation, equity and expectation, task or role perception, and environment greatly affect job performance. Organisational goals are unattainable without the enduring commitment of members of the organisation.

The most discussed study in the area of job performance was conducted in the mid-1960s by the psychologist, Frederick Herzberg. He asked workers (as cited in William, James and Susan, 2005) to rank various job-related factors in order of importance relative to motivation. The question was: What creates enthusiasm for workers and makes them work to full potential? The results showed that the most important motivating factors include sense of achievement, earned recognition, interest in the work, and opportunity for growth, opportunity for advancement, and importance of responsibility, peer and group relation, pay, supervisor's fairness, among others.

Herzberg noted that the factors receiving the most votes were all clustered around job content. Workers like to feel that they contribute to the organisation (sense of achievement was number 1). They want to earn recognition (number 2) and feel their jobs are important (number 6). They want responsibility (which is why learning is so important) and want recognition for that responsibility by having a chance for growth and advancement. Of course, workers also want the job to be interesting. Factors having to do with job environment were not considered motivators by workers. It was interesting to find out that one of those factors was pay. Workers felt the absence of good pay, job security, friendly supervisors, and the like could cause dissatisfaction, but the presence of those factors did not

motivate them to work harder; they just provided satisfaction and contentment in the work situation. From the foregoing, certain factors called "motivators" cause employees to be productive and give them a great deal of satisfaction. The factors include work itself, achievement, recognition, responsibility, growth, and advancement. In addition, factors that can cause dissatisfaction, but which, if changed, will have great motivational effect include company policy and administration, supervision, working conditions, interpersonal relations (co-workers), salary, status, and job security.

Improved working conditions (such as better wages or increased security) are taken for granted after workers get used to them. This is what Herzberg meant by hygiene (or maintenance) factors. Their absence causes dissatisfaction, but their presence (maintenance) does not motivate. The best motivator for some employees is a simple and sincere "Thanks, I really appreciate what you're doing". To inspire and motivate employees to perform at their highest level of capability, managers must recognise their achievements and progress more than once a year.

With reference to Herzberg's study, the best way to motivate employees is to make the job interesting, help them achieve their objectives, and recognize achievement through advancement and added responsibility. In effect, there are two different sets of factors affecting motivation and work. One set of factors is those which, if absent, cause dissatisfaction. These factors are related to job content as earlier on noted; they are concerned with job environment and are extrinsic to the job itself. These factors are the "hygiene" or "maintenance" factor. The other set of factors are those that, if present, serve to motivate the individual to superior effort and performance. These factors are related to job content of the work itself. They are the "motivators" or "growth factors". The factors include recognition, responsibility, growth and advancement, work itself, and achievement.

To motivate workers to give their best, the managers must give proper attention to the motivators or growth factors. Well-motivated people are those with clearly defined goals,

who take action that they expect will achieve those goals. Such people may be self-motivated, and as long as they have a sense that they are going in the right direction to achieve their goals. That, in itself, is adequate motivation for them. Workers who are poorly motivated may expend only 20-30% of their ability. Managers who motivate their employees can release 80-90% of their commitment or ability levels and obtain high level of performance from them as a result.

According to Armstrong (2006), motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, training, praise, etc. In the same view, Khanka (2008) asserts that incentives bear multiple effects. These lead to increase in production, productivity, economy of scale, revenue, profit, etc. For employers, the need for a vigorous supervision is reduced. As a consequence, there is a cut in supervision cost. The position of supervisors changes from that of being 'watch dogs' to that of managers of 'machines and materials'. Employee absenteeism and turnover also gets reduced. With increased production, employees also get more remuneration, bonus, etc. This improves their levels of living and, in turn, productivity. Such a positive cycle goes on and on. Maslow (1954) puts forward certain propositions about the motivating power of man's innate needs, starting from basic physiological needs to higher physiological needs.

Basic physiological needs, such as food, clothing, rest, health, shelter, and sex must be fully provided for effective performance. So also are higher physiological needs such as esteem, recognition, promotion, and status. The organisation as a whole can provide the context within which high levels of motivation can be achieved by providing incentives and rewards, satisfying work and providing opportunities for learning and growth. University librarians still have a major part to play in using their motivating skills to get people to give their best, and to make good use of the motivational processes provided by the school or

organisation. To do this, it is necessary to understand the processes of motivation, how it works, and the different types of motivation that exist that can enhance performance.

Job Satisfaction and Its Effect on Job Performance

Attempting to understand the nature of job satisfaction and its effect on work performance is not easy. Researchers have put a considerable amount of effort into attempts to demonstrate that the two are positively related in a particular fashion; a happy worker is a good worker. Although this sounds like a very appealing idea, the results of empirical literature are too mixed to support the hypothesis that job satisfaction leads to better performance or even that there is a reliable positive correlation between these two variables. On the other hand, some researchers argue that the results are equally inconclusive with respect to the hypothesis that there is no such relationship. As a result of this ambiguity, this relationship continues to stimulate further research in this area. Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. The relationship between job satisfaction and performance is an issue of continuing debate and controversy. One view, associated with the early human relations approach is that satisfaction leads to performance. The alternative view is that performance leads to satisfaction.

The library management needs to understand how best to make work more satisfying for staff and to overcome obstacles to effective performance. Jobs must be designed so that satisfaction and motivation to do jobs increase. There is the need for the organisation to satisfy their employees to achieve their objectives. All the employees working in an organisation experience various levels of job satisfaction. The job satisfaction can be caused by several factors such as promotion, pay, working condition, and the work itself. Job

satisfaction can be described as the extent to which personal needs are realised while performing the tasks involved in job (Ezugu, 2004).

Job satisfaction refers to one's good or positive feeling toward one's job. Job satisfaction improves work performance and reduces employee absenteeism and turnover. According to Kane (1996), performance is something that the person leaves behind and that exists apart from the purpose. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. Employees who derive satisfaction from their jobs do better than those who are not satisfied. Job satisfaction is the effective orientation of an individual towards work roles that they are currently occupying, and, people could be said to be satisfied to the extent that their job fulfil their dominant needs and are consistent with their expectations and values (Usman, 2005).

A worker could be satisfied if his or her motivational needs are met. This will reflect on his or her productivity. A worker with an interesting and challenging work schedules may, however, perform poorly because the hygiene needs are not adequately met. He/she or she may be dissatisfied, for example, as a result of poor security. When motivators' needs are met, workers will be satisfied and work harder, and the converse is the case when they are not met, a situation which will adversely affect job performance. Alao (1992) regards job satisfaction as one of the most important ingredients to productivity, which promotes workers longevity while lack of it has been implicated in the causes of heart diseases and mental health problems.

To motivate the staff to increase their productivity, job satisfaction must be ensured. For example, satisfaction with work has the tendency to diminish irregular attendance (i.e. absenteeism), staff turnover, rate of accident, poor commitment to work, laziness, and other negative factors which detract from efficiency and effectiveness in work roles. If a person is satisfied with his/her job, he/she will display a positive attitude towards it, and his/her desire

to succeed in the job will increase accordingly. If this desire is properly channelled by the employer, the result will be an increase in output. The more the needs of workers are satisfied by the organisation, the more they are motivated to reciprocate and satisfy the needs of the organisation. Supporting Herzberg's view, Armstrong (2004), identified the basic requirements for job satisfaction capable of leading to performance improvements as follows: Comparatively higher pay and equitable pay systems, opportunity for promotion, considerable degree of social interaction at work, interesting and raised tasks, and high degree of control over work place and method. If skilled workers are highly motivated and have good career path, they will respond to their different work challenges, in an innovative and efficient manner.

Well motivated staff is a great asset because he or she will always be production hungry. Tyson (2006) stated that employee morale and motivation improve as goals are being met, and company performance is being enhanced. The motivators are the incentives that satisfy the higher needs that one aspires to possess. Dissatisfied members of staff in an organisation are a source of nuisance and irritation, for they will not be able to discharge their duties effectively and efficiently. According to Akpovi (2001), motivation plays a large part in determining the level of performance of employees. He further stresses that if motivation is low, employees' performance will suffer, as if their abilities were low. When employees enjoy their job, find work challenging and like the work environment, they will usually put in their best efforts and perform their tasks enthusiastically. In other words, they are motivated to produce or work at an optimal level. Every need has motivating characteristics which are sustained until that need is satisfied to yield good performance. Among the things that motivate information professionals or librarians are salary/wages, conditions of service, staff training, information availability and communication (Popoola, Adeyinka and Ayeni, 2007).

Problems Affecting Motivation and Job Performance of Librarians

All organisations are concerned with what should be done to achieve sustained high levels of performance through people. Aarabi, Subramanian and Almintisir (2013), opined that it is important that managers know the primary needs of workers they manage and address them towards great job performance. When their needs are met, the employees are likely to take responsibility for their performance and thus they will perform well to achieve their organisation's goals. Employee expectation is one of the problem affecting motivation and job performance. Low expectations ensure the employee will remain unmotivated and will not perform as well as the employer expects. An employer who has low expectation with regard to an employee is less likely to provide the tools and equipment necessary for the employee to accomplish work tasks, further diminishing the employee's motivation.

Employee interest is also a factor hindering motivation and job performance. An interested employee will be curious about a task and attempt to perform well. Lack of interest can lead to decreased motivation and the failure to accomplish a goal. If employees are not interested in a particular task they will not fully engage in their work, instead they will focus their attention elsewhere, not fully participating in the activity at hand and performing poorly. Achievement anxiety can inhibit employee behaviour. Anxious employees may be less interested in tasks and less motivated to achieve. For example, the employees may begin an activity but stop before they complete the task, if they become anxious about potential negative feedback. Employees' fear of failure lead them to a fear of lack of success; hence they will avoid work that they lack the confidence to complete.

Employees perceive lack of success as a failure, which they believe is confirmation that there are flaws in some way. The more employees fear failure, the less motivated they will be to perform work or attempt to accomplish goals because it is easier to avoid tasks than experiencing shame arising from failure to complete a task. As performance of employees is

significant for organisations, the management should consider improving performance of workers in their organisations by encouraging them to do their tasks and duties efficiently and effectively. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership, and, importantly, the work they do and the organisational context within which they carry out that work.

Job performance can be affected by many things such as low wages, lack of status and social security among others. Imuetinyan (2002) highlighted the under listed factors as contributing to the pathetic situation in the Nigerian Civil Service:

- Inadequate welfare schemes— staff buses, staff loans and advances, meal subsidy etc compared to the private sector and parastatals;
- Inadequate retirement benefits aggravated by delay in payment;
- Wide income differences between the civil service and their counterparts in the private sector and parastatals like NNPC, CBN, etc
- Inadequate and expensive medical facilities;
- Inadequate working facilities and tools, poor office accommodation, etc;
- Delay in payment of salaries;
- Supervision by people from outside who do not necessarily have superior qualification, experience or ability;
- Poor merit system— inadequate reward for hard work and excellence. The service tends to lay more emphasis on discipline and sanctions than on merit reward;
- Wrong and at times none-development of officers, arising from merger and demerger of ministries, among others.

According to Syptak (1999), overcrowding could cause low performance on the part of employees. If workers are placed in close quarters, with little or no personal space, it may likely generate tension among them, thereby retarding their performance. An individual

employee's performance can wax and wane significantly over any given period. Job performance could be further affected by internal and external events. Internal events will be things that happen while at work to the employee. External events are much harder for a manager to plan for as by their nature they happen away from the work place, such as the condition of the family, the working environment, healthy competition among employees and education/training. Family circumstances can affect mood and psychology of employees which will inevitably affect the motivation and discipline to work. Unsettled house conditions and other problems will reduce motivation and ultimately impact on the discipline and work performance. It will automatically lower job performance. Conversely, if the condition of the house is quite happy, motivation will in turn be high. If someone has a problem in the family, then surely there will be a part of his mind trying to figure this out, including when he is working, thereby experiencing anxiety that will have effect on his work ethic.

The work environment is very influential on the performance or achievements of the employee. Job performance is enhanced if there is comfortable work environment, merged with supportive friendly co-workers and good leaders who will provide positive motivation in the work. Employees will work hand in hand with great joy. Healthy competition among employees will also cool the daily life of the organisation. But an uncomfortable work environment, hostile co-workers and leaders who undervalue their employees reduce job performance. Employees also will work reluctantly and not enthusiastically. Having a good working environment with colleagues who are friendly makes the employees cherish their place of work. Education and training are the responsibilities of an organisation to its employees. Employees who are educated and trained in their field will work smarter and better. However, if the working environment, and the work colleagues are hostile then there will be discomfort in performing the tasks assigned to employees, hence affecting their work ethic.

Internal factors can be real or perceived. An individual can either be directly affected by an event at work, or they can feel and respond to tension or a jubilant atmosphere. These can in turn affect an individual's performance. In a happy atmosphere at work, most people will thrive. Good team spirit encourages everyone to do their best, and being productive seems to require less effort. If one can foster a good atmosphere, one can withstand many events that happen around one in the work place. Employees who feel excluded or isolated in some way are less likely to do well. If an employee feels undervalued, there will be no incentive for him / her to work hard.

An employee who feels isolated will be unlikely to ask for more work or draw any more attention to them. They may become unwilling to use their own initiative to solve problems or fill their days productively. One may discover that they have been spending a large amount of time surfing the Internet, and possibly even looking for another job while they are at work. A prolonged period of restructuring or the threat of redundancy can quickly demoralise a work force. Setting short term targets for one's employees can help with this situation. It will help to keep librarians motivated, and focused on their immediate responsibilities. Job uncertainty can have a detrimental effect on employee performance.

Nwachukwu (1999) observed that productivity of employees especially the librarians in Nigeria is affected by many factors. These, according to him, include social, technological and management factors that constitute the bottlenecks to employees' performance. The long list include discriminatory treatment against dismissed civil servants whose cases have not been re-examined (unlike their counterparts in parastatals and state-owned companies, and in the military, whose cases have been revisited and their ranks restored); delay in promotion; inadequate and, sometimes, the non-existence of recreational facilities; supervision by people from outside who do not necessarily have superior qualification, experience or ability; and

the wrong and, at times, the non- deployment of officers arising from merger and demerger of ministries (Imuetinyan 2002).

Need For Assessing Librarians Job Performance

Of course, the determination of the preferred skill or ability is dependent upon the requirements of the job at hand and the judgement of the evaluation. In an informal sense, performance appraisal is as old as mankind itself. In social life, people appraise or evaluate, in their own ways, the worth of others. They select a tailor, hairdresser, doctor or architect through their evaluation of their worth, so do the organisations as well. All employees are appraised on their job performance in some manner or another. Organizations use performance appraisals for evaluation and developmental purposes to improve the human resources of an organisation. Khanka (2008) opined that formal performance appraisal of an individual began in the Wei dynasty (A.D. 261-265) in China, where an imperial rater appraised the performance of members of the official family. To appraise is to assess the worth or value of somebody or something. In the context of an individual organisation, performance appraisal is a systematic evaluation of personnel by supervisors or those familiar with their performance. Appraisal can be powerful and influential if it is used for reinforcement and disciplinary decisions, such as staff promotion, crossing of efficiency bar and pay raises, as well as termination of contact. (Tsersesa 2007). Not all libraries have measures to follow up what has been written in the appraisal report or there is no consequence of unsatisfactory performance. Some appraisals do not care very much what the appraiser says, as they know the report will not be followed up by any substantial action and it makes no differences to their position. For the appraisal to be effective, apart from institutional support, staff participation and interaction are essential in setting the objectives and measurable targets, as well as drafting the standards and guidelines for evaluation. Appraisal if well structured can be a tool to identify individual staff needs and how they can

be linked to the institutional mission and individuals could be motivated and thereby improved on performance.

In other words, performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his or her task. According to Flippo (2008), performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job. Beach (2008) defined performance appraisal as the systematic evaluation of the individual with regard to his or her performance on the job and his or her potential for development. Thus, performance appraisal is a systematic way of judging the relative worth of an employee in performing his task. It helps identify employees who are performing their tasks well and also those who are not and the reasons for such (poor) performance. Cascio (2008) observes that: "Performance appraisal has many facets. It is an exercise in observation and judgement; it is feedback process, and it is an organisational intervention. It is a measurement process as well as an intensely emotional process. After all, it is an inexact human process. While it is fairly easy to prescribe how the process should work, descriptions of how it actually works in practice are rather discouraging. A cross examination of organisational practices reveals that performance appraisal is undertaken for a variety of purposes. Performance appraisal is broadly used for meeting the following purposes;

1. To identify employees for salary increases, promotion, transfer and lay-off or termination of services;
2. To determine training and development needs of the employee;
3. To motivate employees by providing feedbacks on their performance levels;
4. To establish a basis for research and reference for personnel decisions in future.

The above purposes of performance appraisal can be divided into two broad categories: evaluative and development, as illustrated below:

SCHEMATIC DIAGRAM OF THE PURPOSES OF PERFORMANCE APPRAISAL

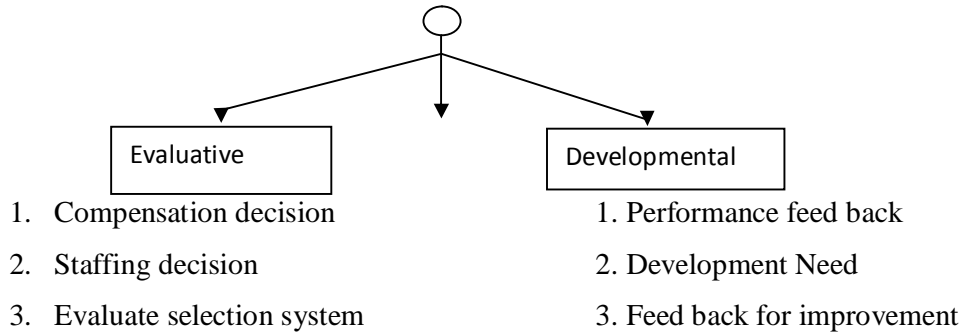


Figure 1: Evaluative and Developmental Purposes of Performance Appraisal

Evaluative appraisal assists in letting employees know where they stand relative to performance objectives and standards. An effective evaluative performance entails the following:

- Establishes performance standards that are measurable performance standards,
- Sets mutually acceptable and measurable performance standards,
- Provides continuous feedback to employees about the performance,
- Accurately measures performance,
- Compares performance with performance standards,
- Develops employees where necessary or takes corrective action where appropriate. On the other hand developmental form of appraisal assists in training and continued personal development of employees. Developed employees are more motivated, committed and competent to achieve their work roles and goals. They can contribute effectively in improving the organisation's effectiveness.

According to Khanka (2008), the specific steps that an organisation will follow in developing an appraisal system may vary somewhat from organisation to organisation, yet the following are the common steps usually followed by organisations while developing an appraisal system for them:

1. *Establish Performance Standards:* The appraisal process begins with the establishment of performance standards. The employers of labour must determine what outputs, accomplishments and skills will be evaluated. These standards should have evolved out of job analysis and job descriptions. These performance standards should also be clear and objective to be understood and measured. Standards should not be expressed in a vague manner such as "a good job" or "a full day's work" as these vague phrases tell nothing.
2. *Communicate Performance Expectation to Employee:* Once performance standards are established, these should be communicated to the respective employees so that they come to know what is expected of them. Past experience indicates that not communicating standards to the employees compounds the appraisal problem. Here, it must be noted that mere transference of information (relating to performance standards, for example) from the manager to the employees is not communication. It becomes communication only when the transference of information has taken place and has been received and understood by the employees. The feedback from the employees on the standards communicated to them must be obtained.
3. *Measure Actual Performance:* This is the third step involved in the appraisal process. In this stage, the actual performance of the employee is measured on the basis of information available from various sources such as personal observation, statistical reports, oral reports, and written reports. Needless to mention, the evaluator's feelings should not influence the performance measurement of the employee. Measurement must be objectively based on the facts and not feelings. This is because what we measure is more critical and important to the evaluation process than how we measure.

4. *Compare Actual Performance with Standards:* The actual performance is compared with the predetermined standards. Such a comparison may reveal the deviation between standard performance and actual performance and will enable the evaluator to proceed to the discussion of the appraisal with the concerned employees.
5. *Discuss the Appraisal with the Employee:* At this stage the employers of labour discuss with employees the results of the appraisal. A discussion on appraisal enables employees to know their strengths and weaknesses.
6. *Initiate Corrective Actions.* The final step in the appraisal process is the initiation of corrective action when it is necessary. The areas needing improvement are identified and then, the measures to correct or improve the performance are identified and initiated. The corrective action can be of two types. One is immediate and deals predominantly with symptoms, while the other is basic and delves into causes of deviations. The first action is often called 'putting out fires'. Training, coaching, counselling, etc. are the common examples of corrective actions that employers of labour initiate to improve the employee performance. Regular assessment of librarians will go along way in knowing and identify their deficiencies and possible solutions to their problems.

Strategies for Improving Job Performance among Librarians

According to Bernard (1995) the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed. Many organisations have failed in their improvement programmes and wasted a lot of resources due to their inability to attach importance to human resource programmes like re-engineering, cost reduction, training, etc. Applying the following strategies will go a long way in enhancing job performance and motivating librarians. These include mutual commitment by the management on the welfare of librarians, empowering librarians and

providing them with good working environment. Equally important is the probability of growth in the organisation.

There should be hope of rising higher in the organisation to encourage workers to perform better. Hard working staff can aspire to become librarians of their schools. Availability of training chances to enhance workers performance can be put on ground. Rewards go a long way in motivating employees to perform better. Employers of labour should appreciate employees work for it also brings about good job performance on the part of workers. Keeping employees positive and making sure that no member of staff is excluded is important in keeping job performance high. Making employees feel they matter at work keeps their morale high. Employers of labour should be flexible as much as possible in making temporary accommodations to help the employee through crisis.

According to Jones & George (2007), provision of growth opportunities enhances job performance among employees. Growth and development is an in born need of human beings and reaching there is everyone's desire. There are many ways which management can adopt to help its librarians grow. Providing opportunities for assuming greater responsibility, promotion, value-added job, meaningful and worthwhile job and learning culture enable librarians to grow and develop.

Tyson (2006) asserted that empowering employees enhances their job performances. According to him, empowerment means giving people the power, authority, freedom and responsibility to carry out their jobs. This gives them a sense of control over their work and makes them feel worthy of doing things on their own. Empowerment leads to greater job satisfaction, performance and sense of control, which can result in better commitment and loyalty.

In the same vein, Boyne (2003), opined that mutual commitment and a good working environment enhances job performance. The only way to restore librarians' commitment is to

restore management commitment. This means that in order to expect support from librarians, management should first initiate it in terms of leadership by example or self commitment. This means providing proper tools and equipment, adequate training and other inputs needed by the people for successfully performing their jobs. Teamwork, cooperation, friendship and colleagues and bosses, and mutual respect are some of the signs of a good working environment which attract librarians and retain them to stay longer with a organization. As such good working environment will serves as the mortar, which binds librarians together.

According to Mosley (2004), helping librarians to achieve a better balance between their work and personal lives is another key factor most likely to encourage people to stay with organization. Many studies have revealed that work, life balance is one of the main concerns of librarians. Management which enable librarians for balancing work and family responsibilities have a positive impact on librariansø decision to stay with them.

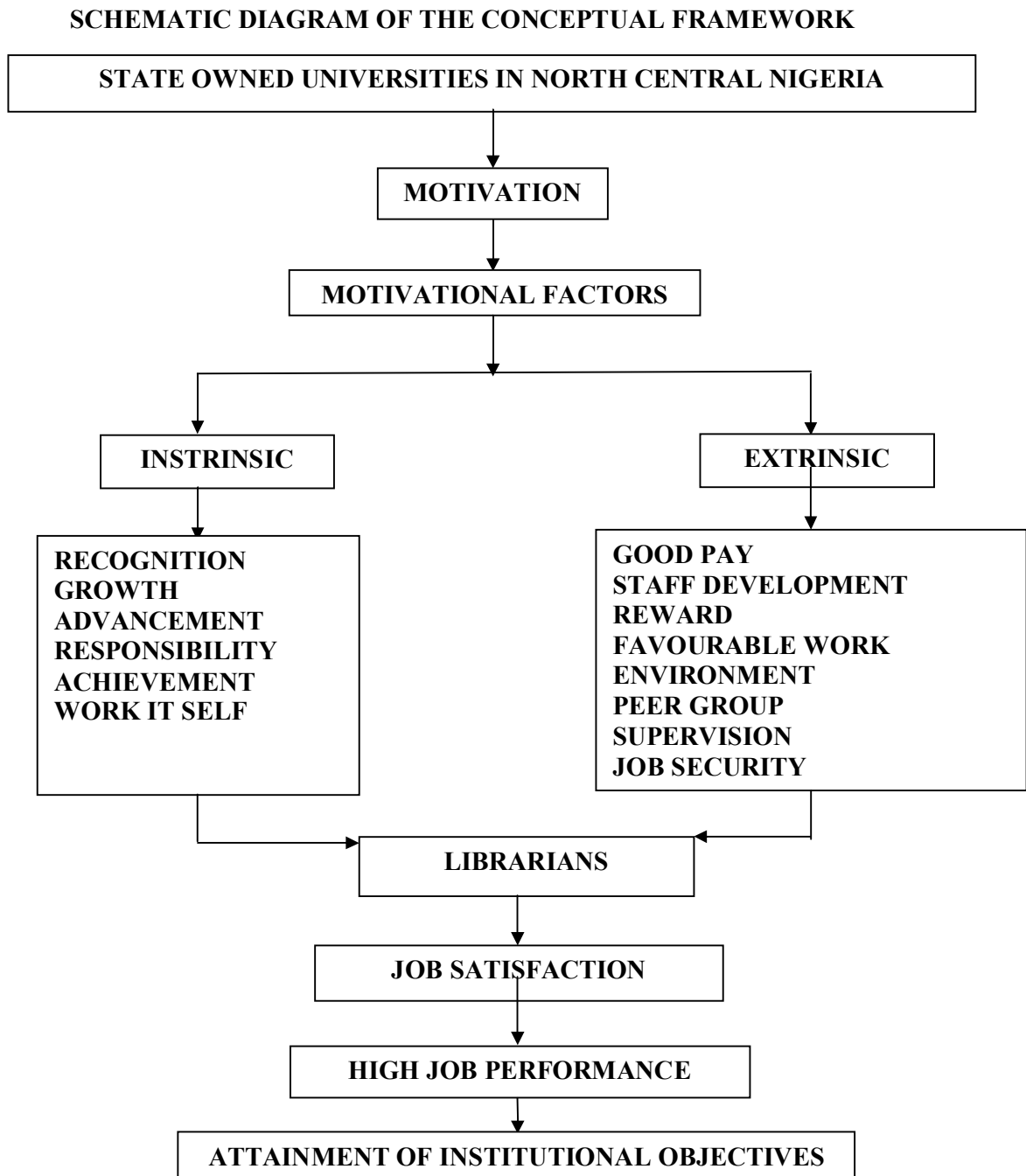


Figure 2: Types of Motivational Factors and Job Performance of Librarians

The above chart represents motivational factors affecting job performance of university librarians in state-owned universities in North Central Nigeria. These motivational factors are both intrinsic and extrinsic. Intrinsic motivators include recognition, growth, advancement, responsibility, achievement and work itself, which are related to job content. They are the determinants of job performance in any organisation. The other type which is extrinsic such as salary, promotion, training leadership style among others does not motivate but only serves basically to prevent job dissatisfaction. Application of these motivational factors enhances university librarians' job performance.

Theoretical Framework

Various thinkers have tried to find out the answers to what motivates people to work or perform. Their efforts have resulted in a number of theories concerning motivation and performance. Motivational theories attempt to explain how effort is generated and channelled. All these theories are broadly classified into three categories: theories based on human needs (theories by Maslow, Herzberg and McClelland); Theories based on human nature (theories by McGregor, Urwick and Argyris);, and theories based on expectancy of human beings (theories by Vroom, Peter and Lawler). In this study, only three theories shall be considered. These are Maslow's Need Hierarchy Theory, Herzberg's Motivation Hygiene (Two-Factor) Theory and McGregor Theory, upon which this study is hinged.

Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is probably the most well-known theory of motivation. Maslow's theory is based on human needs. Abraham Maslow believes that human needs are not only numerous and varied, they are also dynamic and are therefore arranged in a pyramidal order. Maslow separated the five needs into higher and lower order needs. Physiological and safety needs are lower-order needs, while social, esteem, and self-

actualizations are higher-order-needs. The difference is that higher-order needs are satisfied internally (within the person), whereas lower-order needs are predominantly satisfied externally (by things such as pay, union contracts, and tenure).

Maslow's hierarchy of needs states that people have a pyramid of hierarchy of needs that they will satisfy from bottom to top. Maslow felt that unfulfilled needs at the lower rungs of the ladder would inhibit the person from climbing to the next step. When Maslow's hierarchy of needs is applied to work motivations, it implies that managers have the responsibility first to make sure the deficiency needs are met. This means in broad terms, a safe environment and proper wages. Secondly, it implies creating a proper climate in which employees can develop their fullest potential. Failure to do so would theoretically increase employee frustration and could result in poorer performance, low job satisfaction and increased withdrawal from the organisation. For example, according to Maslow's hierarchy of needs, job insecurity and the threat of layoffs will block the people from their higher growth. They might work harder to get security, but without fulfilling their other needs, if security does not return, they will fulfil their needs elsewhere.

The physiological needs are considered to be basic and the most important of all human needs. These needs are basic to human life and, hence, include food, clothing, shelter, air, water and necessities of life. These needs relate to the survival and maintenance of human life. An individual who lacks any or all of these physiological needs is disturbed in mind, so that most of his thoughts, feelings, and behaviours are geared towards achieving them. These needs exert tremendous influence on human behaviour. These needs are to be met first at least partly before higher level needs emerge. In essence, Maslow believes that once a given level of need is satisfied, it no longer serves to motivate man. Hence for an employee to remain focused, and dedicated to his or her duty, his or her physiological needs must be met at least to a certain level.

After satisfying the physiological needs, the next needs to be satisfied are called safety and security needs. At this level of the hierarchy, the individual is preoccupied with the safety of his life and property. That is to say, these needs find expression in such desires as economic, security and protection from physical dangers. He is also more concerned with stable situations and the security of his job. Meeting these needs requires more money and, hence, the individual is prompted to work more. Like physiological needs, these become inactive once they are satisfied. No employer of labour would expect good job performance from his employees if their safety is not guaranteed in that environment.

Maslow (1943) recognizes the need to have sufficient money for basic needs. Workers perform better when they work in groups because of experience(s) they share while at work. It is when individuals meet their physiological, safety and social needs that they move much of their attention to the self-esteem need, which is the fourth in Maslow's hierarchy of needs. These needs refer to self-esteem and self-respect. They include such needs that indicate self-confidence, achievement, competence, knowledge and independence. In any given community, the individual who is preoccupied with the desire to achieve the self-esteem needs tries to demonstrate that he has extraordinary talents or potentials to offer for community service.

The fulfilment of esteem needs leads to self-confidence, strength and capability of being useful in the organization; thereby encouraging or making workers to perform at optimal level. Self-actualization is the fifth and the last set of needs in Maslow's hierarchy of needs. This level represents the culmination of all the lower, intermediate and higher needs of human beings. At this level of the needs hierarchy the individual wants his influence to be felt everywhere. At organizational level, he may aspire to be the chief executive of the organization. At the community level, he may aspire to be the community leader or seek the traditional chieftaincy where it is highly valued. This need will propel one to put more effort

or perform excellently in the organisation one serves in order to attain the aspired position. Librarians would perform better in order to be university librarians or any higher position in the university. In relating this theory to the study, there is that need to satisfy librarians' physiological needs and self-actualization needs in order to encourage them to perform better. This would require university management to provide every shade of motivation for librarians so as to perform better and succeed.

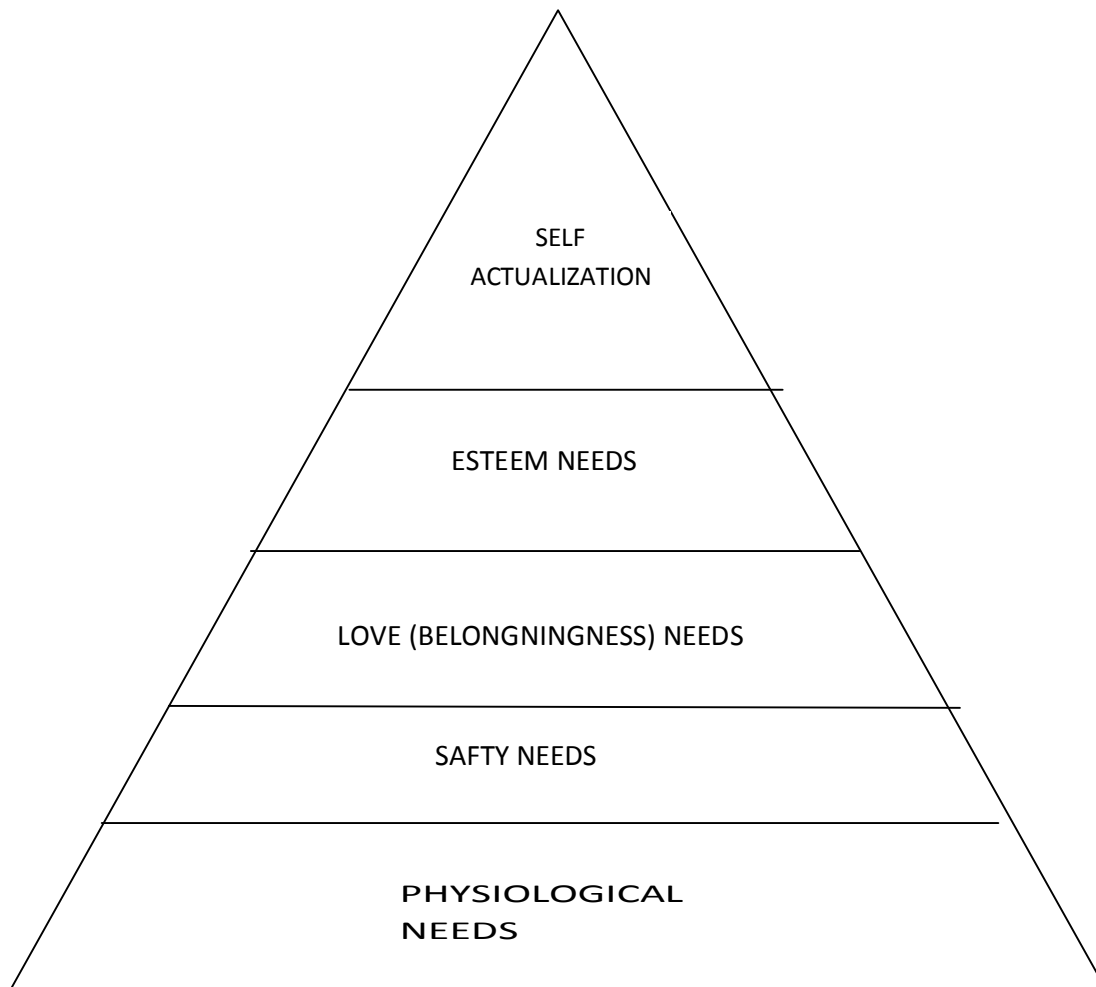


FIGURE 3: MASLOWS HIERACHY OF NEEDS DIAGRAM

Douglas McGregor's X Y Theory

McGregor (1960) argues that workers are basically motivated to be responsible and to perform well. McGregor's X-Y theory is a salutary and simple reminder of the natural rules for managing people, which under the pressure of day- to- day business are all too easily forgotten. He formulated two distinct views of human beings based on the participation of workers. The first is basically negative, labelled **Theory X** while the other is basically positive, labelled **Theory Y**. Theory X is based on the following assumptions:

- People are by nature indolent. That is, they like to work as little as possible.
- People lack ambition, dislike responsibility, and prefer to be directed by others.
- People are inherently self-centred and indifferent to organisational needs and goals.
- People are generally gullible and not sharp and bright.

On the other hand, Theory Y assumes that;

- People are not by nature passive or resistant to organisational goals.
- They want to assume responsibility.
- They want their organisations to succeed.
- People are capable of directing their own behaviour.
- They have need for achievement.

What actually happens is that man swings from one set of properties to the other with changes in his mood and motives in a changing environment and these go a long way to influence his job performance. To make the best use of people as a valuable resource of the organisation, attention must be given to the relationship between staff and the nature and content of their job. Librarians need to be adequately motivated for better performance.

McGregor's ideas suggest that there are two fundamental approaches to managing people. Many managers tend towards theory x, and generally get poor results. Enlightened managers use theory y, which produces better performance and results, and allows people to grow and

develop. The implication of this theory is that people must be coerced, controlled, directed and if possible threatened to get prescribed work done. More so, employers of labour can motivate their employee directing them to proper ways of work execution and awarding hard working individuals. This will go a long way to motivate improve the performance of librarians.

Herzberg's Motivation Hygiene Theory

Frederick Herzberg extended the work of Maslow and proposed a new motivation theory popularly known as Herzberg's Motivation Hygiene (Two-Factor) Theory also called Motivation Hygiene Theory. Herzberg claims that people have two sets of basic needs, one focusing on survival and another focusing on personal growth. Believing an individual's relationship to work is basic and those attitudes towards work can very well determine success or failure. According to Herzberg, the opposite of satisfaction is not dissatisfaction. He categorised motivational factors into intrinsic and extrinsic factors respectively. Intrinsic factors such as advancement, recognition, responsibility, and achievement seem related to job satisfaction. These motivators (satisfiers) are associated with long-term positive effects on job performance and provide motivation and high job performance, while the hygiene factors (dissatisfiers) consistently produce only short-term changes in job attitudes and performance, which quickly fall back to its previous level. University librarians needed to be adequately motivated to perform their duties better by providing and enhancing them with job satisfiers. So what are the things that actually motivate us to act? Psychologists have proposed a number of different theories to explain motivation. The instinct theory of motivation suggests that behaviour is motivated by instincts, which are fixed and inborn patterns of behaviour, Psychologists including William James, Sigmund Freud and William McDong have proposed a number of basic human drives that motivate behaviour.

Drives and Needs – many of our behaviours such as eating, drinking and sleeping are motivated by biology. We have a biological need for food, water and sleep. Therefore we eat, drink and sleep. Drive theory suggests that people have basic biological drives and that their behaviour is motivated by the need to fulfil these drives. The second basic human drive that motivates behaviour is the arousal level. The arousal theory of motivation suggests that people are motivated to engage in behaviour that helps them maintain their optimal level of arousal. A person with low arousal needs might pursue relaxing activities, while those with high arousal needs might be motivated to engage in exciting thrill-seeking behaviour.

Extrinsic factors such as supervision, pay, company policies and working condition seem not related to job satisfaction. Maslow refers to higher-lower order needs, whereas Herzberg refers to motivation and hygiene factors. The underlying reason according to Herzberg is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. The hygiene factors are important, however, because like primary needs, they must be met in order to prevent job dissatisfaction even though they have little effect on positive job attributes. Herzberg explains that hygiene factors fail to provide for positive satisfaction because they do not possess the characteristics necessary for giving an individual a sense of growth. He believes in the existence of a dual continuum. For him, the best way to motivate someone is to organize the job so that doing it provides the feedback and challenge that help satisfy the person's higher-level needs. These needs are relatively insatiable, according to Herzberg, and so recognition and challenging work provide a sort of built-in motivation generator. In relating this theory to the study, basic needs of academic librarians for their survival and growth should be provided for them. This will make them to remain focused on their job performance. The basic needs of librarians for their survival and growth should be provided for them.

Review of Related Empirical Studies

Livinus (2008) carried out a study on the relationship between extrinsic job satisfaction and occupational task performance of electronics technology teachers in Nigeria technical colleges. The population of the study was 225 electronics technology teachers, and no sampling was done in the study, meaning that the entire population was used. The correlation survey design was employed for the study. A structured questionnaire was used for data collection. Mean, standard deviations and Pearson Product Moment Correlation were used to analyse the data collected for the study. Mean perception scores of 2.50 or above were interpreted as satisfactory/high performance, while mean perception scores of 2.49 or below were interpreted as dissatisfaction/low performance.

The findings of the study show that technical college electronics technology teachers in Nigeria are moderately satisfied with the extrinsic job factors and their overall task performance is high. In addition, the study also show that their overall occupational task performance correlated significantly and positively with supervision and interpersonal relations. The result of the study suggests that intrinsic and extrinsic job factors need to be provided for improved job satisfaction and performance. Comparing Livinus work with the present study, both the nature and orientation of the population are different. Consequently, the present research remains distinctive.

Bamigboye, Buraimo and Ajani (2008) undertook a research on the factors affecting job satisfaction and performance of academic librarians in Nigerian universities in Southwest Nigeria. The population of the study was 130. The study employed case studies on the examination of the factors that affect the job satisfaction and performance of academic librarians, while random sampling technique was used to select the respondents across the institutions of study. Questionnaire was used to generate data for the study. Simple percentages alongside chi-square were used to analyse the data.. The result of the study

shows that the level of education has a significant effect on the management structure of an academic librarian. In other words, the higher the education, the more the job satisfaction; the status of academic librarian is greatly influenced by the level of welfare packages received from the institution. In addition the result also shows that senior and principal librarians are more satisfied with their jobs than the low cadre academic librarians. It also shows that rendering effective services in academic libraries depends very much on human resources. Suffice to say here that job satisfaction and performance of academic librarians who have an important place in the information society affect the quality of the service they render. The study under review employed case studies while the present study uses correlation research design. For the present study, questionnaire was used for data collection and simple random sampling technique for selecting respondents. While their study dwelt on job satisfaction and performance, the present study is interested in motivational factors as correlates of job performance, hence the present research is distinctive.

Adigu and Omodafe (2008) in their study entitled *Enhancing Job Performance in Civil Service Through motivation*, a survey of selected ministries in Delta State was investigated to determine how job performance in the civil service can be enhanced through motivation. The population of the study was one hundred (100). Ten (10) ministries out of thirty (30) ministries were selected while ten (10) civil servants in each of these ministries were randomly selected. The research design used for this study was a survey research. Stratified random sampling technique was used in selecting the samples, while simple percentages were used in data analysis. The findings from the result showed that staff job performance in the civil service can be significantly enhanced through motivation; that the majority of the civil servants are quite familiar with the terms motivation and as such would expect to be motivated; that poor remuneration, politicization of the civil service, delay in promotion, corruption and indiscipline in the civil service, irregular staff training and

development, etc could lead to poor motivation or outright demonization in the civil service, thereby leading to low staff job performance, The study recommended that if the tenets of the on-going civil service reforms are well implemented by government, they will significantly enhance staff job performance in the civil service. Meanwhile, the present research focuses on motivational factors as correlates of job performance of university librarians while their research covered all cadres of civil servants, hence this research is unique.

Nkebem (2006) in his study on Librarians' Development and Job Performance in Universities in the South-South Geographical Zone of Nigeria investigated the relationship between librarians' development and their job performance. A sample of one hundred and seventy two (172) librarians within the entire universities in the zone was used. A correlation research design was employed for the study. Six research questions and six null hypotheses were formulated to guide the study. A self designed questionnaire with twenty-nine (29) items was used for data collection. Pearson Product Moment Correlation and Multiple Regression Analysis were used for data analysis. The findings of the study show that job performance of librarians would be greatly improved if they are allowed to attend conferences, seminars and workshops. The result also revealed that being a member of the professional body such as Nigerian Library Association (NLA) and provision for in-service training would boost the morale of librarians towards their job. Effective in-service training enhances teacher performance and ensures that those teachers' skills and capabilities continue to meet the challenging requirements placed upon them.

Related to this is a research undertaken by Kwaghtongo (1991) on Teachers Instructional Effectiveness among Secondary Schools in Benue State. The result of the study showed that provision for staff professional growth through conferences, workshop and other in-service programmes related well with teachers' job satisfaction and effectiveness. The

study revealed that where the school provided opportunities for staff to attend conferences, workshops and similar programmes teachers were more effective in their jobs. They recommended that university management should encourage librarians to participate in these developmental constructs to bring out the best in them. This study and the present one are related in that the parameters used as regards job motivators are same.

Ekere (2011) carried out a study to determine the influence of lecturers' development on their job performance in university-based library schools in Nigeria. Five research questions and five hypotheses were formulated for the study. The study employed ex-post facto research design for the study. A total of one hundred and eight-nine (189) lecturers in seventeen (17) university-based departments of library and information science formed the population of the study. No sampling was carried out for the population. This is in line with Nwogu (2006) that recommended that for some studies, the group of items to which the study relates i.e. the population may be small enough to warrant the inclusion of all of them in the study. The instrument for data collection was questionnaire. To answer researchers' questions, mean and standard deviation were used, while t-test statistics and regression analysis were used to test the hypotheses. The findings of the result show that all respondents belong to the professional library associations and that membership of such associations had the highest influence on their job performance. The acquisition of higher degrees and participation in statutory committee meetings also had significant influence on the job performance of lecturers. Based on this, the study recommended that the NUC in collaboration with universities should put in place a policy for sustainable staff development both within and outside Nigeria, make available financial assistance for lecturers to enable them attend conferences, make it mandatory for all lecturers to belong to professional associations in their subjects of specialization and attend and participate in statutory meetings regularly and enforce attendance. This present study is related to the present study in that

instrument for data collection in both studies were structured questionnaire, while mean and standard deviations were used to answer the research questions.

Meggison (2001) undertook a study on manpower training and development of the library staff in University of Benin as a means of enhancing performance. The study adopted a survey research design. Out of hundred and eighteen (118) questionnaires administered, eighty-eight (88) were duly completed returned and used. Three hypotheses were formulated for the study. Simple percentages were used for data analysis. The result obtained from the findings of the study showed that training and development of staff improve their performance by making the job clearer to them. The study recommends the following measures to bring about improved job performance among librarians: That training should be made to satisfy the valid needs of the library through employing training and development programmes, that employees should be encouraged to acquire skills, knowledge and attitudes to enhance job performance, that funds should be set aside for training library staff, that there should be more sponsored conferences and organized seminars and workshops and that there should be no discrimination in the selection criteria for training programme. This study relates with the present study in the sense that training and development of staff were some factors (variables) used in both studies to enhance job performance of librarians.

Okpe (2011) carried out a study on annual appraisal of practising librarians in academic institutions in Nigeria. Survey research method was adopted using self structured questionnaire administered to (51) fifty-one career librarians in which only (33) thirty three were filled, returned and analysed using simple percentages. The result shows that different department in the studied institutions were charged with the responsibility of carrying out annual performance assessment. Higher number of respondents suggested that librarians should be evaluated on the basis of their job specifications and that the planning and execution could be done centrally or within the library system. The study also shows that

libraries would benefit more if the objective of the appraisal and the appraisal form is made to suit its own situations and specific needs. Both studies emphasize the need for regular appraisal of librarians performance which will go a long way to know their needs for improved performance among librarians.

Summary of the Literature Review

In this chapter, literature on performance variables, concepts of job performance and motivation were reviewed and the factors that could affect them were also identified. Performance variables include job knowledge and competency, work habits, effectiveness of communication, character traits, and human relations among others were used to determine level of performance of the respondents. Several factors affect performance. These factors are both intrinsic and extrinsic to the actor/worker. Intrinsic factors are personal in origin; they are factors inherent in the worker such as ability, skill level, effort, motivation, role perception, etc. Typically, extrinsic factors are environmental factors, factors external or independent to the individual that can affect his quality or quantity of outcomes. Among these factors are the conditions of work or conditions of service, the resources available to the worker, the quality of support from other staff, whose outputs are critical inputs to his own role success in the complex chain of work and interdependencies. Indeed, no matter how self-driven or motivated an employee may be, environmental factors can frustrate or cripple effective role performance.

In this chapter, the researcher examined the motivational factors affecting the performance of employees. These factors include improved pay packets, opportunity for promotions, considerable degree of social interactions, training, interesting and raised tasks, etc. Frequently, good managers attempt to boost the levels of morale of their employees by tinkering with these motivational factors. Furthermore, job satisfaction and its effect on job performance were discussed. Employees who derived satisfaction from their jobs do better

than those who are not satisfied. Librarians should be able to identify with their subordinates, their abilities and levels of skill and motivation. Factors affecting job performance were also discussed. These factors include social, technological and management that constitute the obstacles to employee's performance.

The researcher discussed the importance and process of performance appraisal as applied in various organizations. Purpose of performance appraisal is twofold, i.e., evaluative and developmental. While the evaluative aspect of staff performance involves compensation decisions, staffing decisions and selection system, developmental aspect of it involves performance feedback, training and development needs and feedback for improvement. Actions such as standard appraisal system, performance reviews, multiple appraisals, and trained appraisers can make performance appraisal more effective.

The researcher highlighted some strategies for improving job performance such as mutual commitment. That is, management should initiate leadership by example, provide equipment and tools, adequate training and other inputs needed for effective outcomes. Neglecting these issues can hinder effective job performance and ruin the attainment of organisation's goals. Management should also empower people by giving them the power, authority, freedom, and responsibility to carry out their jobs; providing good working environment where team-work, co-operation, friendship with colleagues and bosses and mutual respect reign supreme; growth opportunities, that is, management should provide opportunities for staff to assume greater responsibility, promotion, value-added jobs, etc. .

Though there are many theories as regards motivation and performance, but for this study the researcher only dwelt on three which were considered more relevant to the study. These are Maslow's Hierarchy of Needs, McGregor Theory and Herzberg's Motivation Hygiene (Two Factor) Theory. As we have seen in this section, job performance is influenced by personal, environmental and motivational factors; however, in all the works

reviewed, none took up the issue of motivational factors as correlates of job performance of librarians working in State-owned universities in North Central States of Nigeria. This is the gap that this study intends to fill. After going through series of literature search, there are no empirical studies on motivational factors as correlates of job performance of academic librarians in this area of study. However, there are a lot on job satisfaction of teachers, librarians, electricians etc

CHAPTER THREE

RESEARCH METHOD

This chapter describes the procedures adopted for this study. In other words, the chapter is discussed under the following sub-headings namely; design of the study, area of the study, population of the study, sample and sampling techniques, instrument for data collection, validation of the instrument, reliability of the instrument, method of data collection and method of data analysis.

Design of the Study

Correlation research design was adopted for this study which was aimed at investigating motivational factors as correlates of job performance of librarians in state-owned universities in North Central Nigeria. The results of correlation research also have implications for decision making. This design is relevant to this study because the research was aimed at determining motivational factors as correlate of job performance of university librarians working in State-owned universities in the North Central Nigeria.

Area of the Study

The area of the study is North Central Nigeria. North Central Nigeria is among the six Geo political Zones created in 1999 comprising six states namely, Niger, Kogi, Benue, Nassarawa, Kwara, Plateau and the Federal Capital, Abuja. North Central Nigeria was chosen for the study because despite the increments in salary and other benefits paid to librarians in State-owned universities in North Central Nigeria, they still leave for federal universities or other organizations. This could be as a result of inability of the library head to carry along other members or inadequate motivational factors coupled with insurgency in the Northern part of the country.

Population of the Study

The population of this study comprised the 92 librarians working in state-owned universities in North Central Nigeria. The population is distributed as follows: Benue State University Makurdi has 22, Ibrahim Badamasi Babangida University, Lapai, Niger State, has 21; Kogi State University, Anyingba has 23; Kwara State University, Malete has 9; Nassarawa State University, Keffi has 10; while Plateau State University has 5; North Central Nigeria has a total number of six (6) State-owned universities (Academic Planning Unit of universities under study, March 2014). The details are presented as Appendix A.

Sample and Sampling Technique

The entire population of ninety-two (92) university librarians working in these universities was used for the study. According to Nworgu (2006), for some studies, the group of items to which the study relates i.e the population may be small enough to warrant the inclusion of all of them in the study. Therefore, no sampling of population was carried out for this study.

Instrument for Data Collection

The instrument for data collection was the questionnaire entitled: Motivational Factors as Correlates of Job Performance of Librariansø Questionnaire (MFJPL) designed by the researcher and modified into two sets. These modified questionnaires were used for data collection. The first one entitled Librariansø Job Performance Variables (JPV), contains items such as job knowledge and competency, work habits, effectiveness of communication, character traits, human relations, leadership attainment, work team and cooperation, while the second set entitled Motivational Factors of Librarians (MFUL) questionnaire, deals with issues such as salary, promotion, training, work environment and leadership styles which are the motivational factors. It was constructed in three sections. Section A contains five (5) items which sought information on the personal data of respondents and their universities, like name of institution, name of library, gender, working experience and qualification.

Section B contains thirty-nine (39) items which sought information on job performance variables of university librarians, such as job knowledge and competency, work habits, effectiveness of communication, character traits, human relations, leadership attainment, teamwork and cooperation, quality / quantity of work. Section C contains eighty-nine (89) items which sought information on motivational factors of university librarians in North Central State-owned universities, such as salary, promotion, training, work environment, leadership styles, and problems affecting motivation and job performance and strategies for enhancing improved job performance. All questionnaires were filled by respondents.

The questionnaire was constructed on a four- point rating scale of Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1), as well as Excellent (4), Very Good (3), Good(2), and Fair (1), Very Applicable (4), Applicable(3), Fairly Applicable (2) Not Applicable (1).

Validation of Instruments

Copies of research instruments (questionnaires) were subjected to face validation by two experts in the Department of Library and Information Science, Federal University of Technology, Minna and one in the Faculty of Education in the University of Nigeria, Nsukka who is an expert in test and measurements. Copies of the instruments were given to each of the three experts. The purpose and research questions were equally attached to the instrument. The experts were expected to ensure that the various items in the instrument were in consonance with the research questions and hypotheses. The experts are from Federal University of Technology, Minna and University of Nigeria, Nsukka. Their corrections and suggestions were incorporated in the final draft of the instrument (see Appendix B.p. 12).

Reliability of the Instrument

A pilot- test of motivational factors as correlates of job performance of librarians questionnaire (MFJPL) was carried out on twenty (20) university librarians of Bayero University, Kano (B.U.K.) and University of Nigeria, Nsukka. This selection was based on

the fact that these samples were not part of the study population. These librarians had at least a minimum qualification of BLIS degree in Library and Information Science. Data gathered was computed using Crombach Alpha Method. The instrument yielded an overall reliability of 0.93, an indication that the instrument was reliable. The following indices were observed from the clusters. Job knowledge and competency = 0.72; work habits = 0.65; effectiveness of communication = 0.69; character traits = 0.85; human relation = 0.92; leadership attainment = 0.71; team work and cooperation = 0.89; work environment = 0.65; leadership styles = 0.83; problems affecting motivation and job performance of librarians = 0.82; strategies for enhancing motivation for improved job performance of librarians = 0.82.

Method of Data Collection

The researcher visited all universities under study to administer the questionnaire to respondents. The researcher chose research assistants from each of these universities and briefed them on what to do before engaging them for the purpose of questionnaire administration. The completed questionnaires were returned by the research assistants shortly after the administration. This method helped in ensuring high return rate.

Method of Data Analysis

The data generated from this study was analysed using mean scores, standard deviation for the research questions while Pearson Product Moment Correlation (PPMC) was used to test the hypotheses. The interpretation of the result was based on the real limits of nominal values of the responses as follows:

Strongly Agree (SA)	=	3.50-4.00 points
Agree (A)	=	2.50-3.49 points
Disagree (D)	=	1.50-2.49 points
Strongly Disagree (SD)	=	1.00-1.49 points
Very Applicable (VA)	=	3.50-4.00 points
Applicable (A)	=	2.50-3.49 points

Fairly Applicable (FA) = 150-2.49 points

Not Applicable (NA) = 0.5-1.49 points

Multiple regression analysis was used to establish the relationship between the motivational factors and job performance of librarians using Ejifugha rating model given below:

0.00 - 0.19 Very low relationship

0.20 - 0.39 Low relationship

0.40 - 0.69 Moderate relationship

0.70 - 0.89 High relationship

0.90 - 1.00 Very high relationship

CHAPTER FOUR

RESULTS

This chapter presents the results of the data that were collected for the purpose of this study. The data were analysed in line with the objectives of the study. Research questions were analysed using the real limits of numbers. The hypotheses were tested at 0.05 level of significance using t- test. The results of analysis of data and testing of hypotheses are attached as Appendix E.132.

Research Question 1

What is the level of job performance of librarians in state-owned universities in North Central Nigeria?

Table1: Mean Ratings and Standard Deviations of Responses on Job Knowledge and Competency

S/N	Items	(\bar{x})	Standard Deviation	Rank	Decision
1	Organisation of job	2.65	0.77	1 st	V.Good
2	Performance according to procedures and policies	2.62	0.71	2 nd	V.Good
3	Understanding job nature	2.60	0.85	3 rd	V.Good
4	Application of professional/ technical knowledge	2.60	0.81	4 th	V.Good
5	Acting as a resource person	2.46	0.75	5 th	Good
6	Understanding job expectations	2.45	0.67	6 th	Good
7	Solving patrons complaints	2.43	0.78	7 th	Good
8	Effective usage of figures	2.33	0.65	8 th	Good
Grand mean		2.52	0.75		V.Good

Results from Table 1 show the descriptive statistics of responses on librarians' job knowledge and competency. The grand total mean response of 2.52 and standard deviation of 0.75 indicate that the job knowledge and competencies of librarians in universities were high. Also the table indicates that organisation of job ($\bar{x} = 2.65$) was ranked highest while effective usage of figures was ranked lowest as aspects of job performance by librarians in state-owned universities. Furthermore, the standard deviation column displayed that understanding job nature 0.85 has the greatest dispersion as compared with other variables.

Table 2: Mean Ratings and Standard Deviations of Responses of on Work Habit

S/N	Item	\bar{x}	S D	Rank	Decision
1	Determination and zeal for job	2.20	0.67	1 st	Good
2	Always at duty post	2.16	0.76	2 nd	Good
3	Punctuality at work	2.14	0.79	3 rd	Good
4	Reliability	2.10	0.64	4 th	Good
5	Effective utilisation of resources	2.09	0.72	5 th	Good
6	Completion of job on schedule	2.03	0.72	6 th	Good
Grand mean		2.03	0.71		Good

Table 2 shows the mean rating of respondents on work habit. The grand mean (2.03) and standard deviation (0.71) of work habits of librarians indicate that their work habit is high. The table also indicates that determination and zeal for job ($\bar{x} = 2.20$) was ranked highest, Completion of job on schedule was ranked lowest as work habit of librarians in State-owned universities. Furthermore, the standard deviation column displayed that Understanding job nature (0.85) has the greatest dispersion as compared with other variables.

Table 3: Mean Ratings and Standard Deviations of Responses on Effectiveness of Communication

S/N	Item	(\bar{x})	S D	Rank	Decision
1	Listens and seek clarification to ensure understanding	3.09	0.53	1 st	V. Good
2	Easily understands patrons request	3.07	0.40	2 nd	V. Good
3	Effective conveyance of information	3.04	0.30	3 rd	V. Good
Grand total mean		3.06	0.41		V. Good

Results in table 3 reveal the responses on the effectiveness of communication of librarians. The grand mean response (3.06) and standard deviation (0.41) of respondents show that librarians' communication is moderate.

Table 4: Mean Ratings and Standard Deviations of Responses on Character Traits

S/N	Item	(\bar{x})	SD	Rank	Decision
1	Honesty	2.56	0.59	1 st	V. Good
2	Sense of responsibility	2.46	0.57	2 nd	Good
3	Loyalty to the organisation	2.38	0.66	3 rd	Good
4	Reliability	2.33	0.66	4 th	Good
5	Decency	2.32	0.62	5 th	Good
6	Dependability	2.32	0.64	6 th	Good
Grand mean		2.40	0.63		Good

Table 4 reveals the character traits of librarians in the universities under study. Their overall mean ratings and standard deviations on these traits were 2.40 and 0.63 respectively. The results are an indication that their work habits were moderate, i.e., satisfactory.

Table 5: Mean Ratings and Standard Deviations of Responses on Human Relations

S/N	Item	\bar{x}	S D	Ranked	Decision
1	Relating with colleagues	2.44	0.71	1 st	Good
2	Relation with patrons	2.39	0.69	2 nd	Good
3	Sense of initiative	2.24	0.76	3 rd	Good
	Grand mean	2.36	0.72		Good

Table 5 shows the responses of the respondents on how they relate with each other and with patrons. The grand mean response of 2.36 and standard deviation of 0.72 indicate that they related well with each other and with patrons.

Table 6: Mean Ratings and Standard Deviations of Responses on Leadership**Attainment**

S/N	Item	\bar{x}	SD	Ranked	Decision
1	Encouraging/ train subordinates to avoid late assessment of goals	0.98	0.15	1 st	Fair
2	Making suggestions for changes,/methods etc that enhance performance	0.98	0.15	2 nd	Fair
3	Encouraging subordinates for effective job performance	0.97	0.16	3 rd	Fair
4	Sharing of good example in terms of punctuality, efficiency,etc	0.97	0.16	4 th	Fair
	Grand mean	0.98	0.15		Fair

Data on Table 6 shows responses of respondents on leadership attainment of respondents with mean rating 0.98 and standard deviation 0.15. This indicates that leadership attainment of respondents is very low.

Table 7: Mean Ratings and Standard Deviations of Responses on Team Work and Cooperation.

S/N	Item	(\bar{x})	S D	Rank	Decision
1	Effective work relationship with colleagues	3.11	0.66	1 st	V. Good
2	Share information and resources with colleagues	3.01	0.61	2 nd	V. Good
3	Adopts to changing demands	2.99	0.61	3 rd	V. Good
4	Participation in group initiatives	2.99	0.70	4 th	V. Good
5	Contribution to the overall development of the library	2.87	0.79	5 th	V. Good
Grand mean		2.99	0.67		V. Good

Table 7 shows that teamwork and cooperation of respondents are moderate. The mean response of 2.99 and standard deviation of 0.67 on librarians' team work and cooperation, infer that librarians' team work and cooperation are moderate.

Table 8: Mean Ratings and Standard Deviations of Responses on Quality/ Quantity of Work

S/N	Item	(\bar{x})	S D	Rank	Decision
1	Handles multiple responsibilities in effective manner	3.04	0.67	1 st	V. Good
2	Exhibit concerns for the goals and need of departments	2.99	0.57	2 nd	V. Good
3	Completion of work in a thorough and accurate manner	2.94	0.57	3 rd	V. Good
4	Utilisation of work time productively	2.74	0.70	4 th	V. Good
Grand mean		2.93	0.63		V. Good

Table 8 shows the responses on librarians' quality and quantity of work. The mean response of 2.93 and standard deviation of 0.63 indicate that librarians work quality and quantities were very good.

Table 9: Summary of the cluster means

S/N	Cluster	$\bar{(x)}$	S D	Decision
1	Job know & Competency	2.52	0.75	V.Good
2	Work habit	2.03	0.71	Good
3	Effectiveness of communication	3.06	0.41	V.Good
4	Character traits	2.04	0.63	Good
5	Human relation	2.26	0.72	Good
6	Leadership style	0.98	0.15	Fair
7	Teamwork and cooperation	2.99	0.67	V.Good
8	Quality / Quantity of work	2.93	0.63	V. Good
	Grand mean	2.35	0.58	Good

Table 9 shows the summary of the cluster means of job performance variables. Job knowledge and competency with mean score of 2.52 and Standard Deviation of 0.75, effectiveness of communication with mean score of 3.06 and Standard Deviation of 0.41, team work and cooperation with mean score of 2.99 and Standard Deviation of 0.67, and quality/ quantity of work with mean score of 2.93 and Standard Deviation of 0.63 were rated very good, while work habit with mean score 2.26 and SD 0.71, character traits with mean score 2.04 and SD 0.63, human relations with mean score 2.26 and SD 0.72 were rated good ,leadership style with mean score 0.98 and SD 0.15 is fair. The overall grand mean scores of variables 2.35 and SD 0.58 are good

Research Question 2

What Are the Motivational Factors of Librarians in the State-owned Universities in North Central Nigeria?

Salary

Table 10: Mean Ratings and Standard Deviations of Responses on Salary

S/N	Statement	(\bar{x})	S D	Rank	Decision
1	Prompt payment of salaries	3.49	0.59	1 st	V. Good
2	Upward review of salaries	3.40	0.62	2 nd	V. Good
3	Regular payment	3.35	0.67	3 rd	V. Good
4	Salary as a motivator	3.22	0.59	4 th	V. Good
5	Well paid salary	3.20	0.78	5 th	V. Good
6	Motivation attached	3.18	0.75	6 th	V. Good
7	Feeling sense of security on salary	3.13	0.69	7 th	V. Good
8	Seeing salary as the value placed on one	2.82	0.62	8 th	V. Good
9	Trade- off financial rewards	2.55	0.75	9 th	V. Good
10	Salary parity	2.52	1.10	10 th	V. Good
Total	Mean	3.09	0.72		V. Good

Table 10 revealed the effect of salary on performance. The grand mean ratings of 3.09 and standard deviation of 0.72 indicate that salary was a very good motivator that can bring about enhanced job performance of employees.

Promotion

Table 11: Mean Ratings and Standard Deviations of Responses on Promotion

S/N	Statement	(\bar{x})	S D	Rank	Decision
1	Promotion as at when due	3.40	0.69	1 st	V. Good
2	Regular promotion	3.38	0.71	2 nd	V. Good
3	Promotion accompanied with benefits	3.39	0.66	3 rd	V. Good
4	Upliftment of one in the organisation	3.27	0.72	4 th	V. Good
5	Incensement of interest in the job	3.32	0.58	5 th	V. Good
6	Improving moral and job satisfaction	3.38	0.66	6 th	V. Good
7	Places one where one's skills and knowledge can be better utilised	3.17	0.69	7 th	V. Good
8	Inspiration for improvement of knowledge and skills	3.15	0.61	8 th	V. Good
9	Enhances staff / user response	3.06	0.72	9 th	V. Good
10	Improvement of organisation health	3.18	0.64	10 th	V. Good
Total	Mean	3.27	0.67		V. Good

Table 11 shows the overall promotion mean of 2.27 and standard deviation of 0.67, meaning that promotion served as a very good motivator.

Training

Table 12: Mean Ratings and Standard Deviations of Responses on Training.

S/N	Statement	(\bar{x})	SD	Rank	Decision
1	Training influences improved job performance	3.57	0.57	1 st	Excellent
2	Workshops/ seminars/ conferences spur staff to higher performance	3.45	0.59	2 nd	V. Good
3	Provision of skills to meet future job challenges	3.45	0.56	3 rd	V. Good
4	In-service training	3.43	0.68	4 th	V. Good
5	Increasing productivity and performance of staff	3.38	0.56	5 th	V. Good
6	Saving labour by reducing time spent on problem solving	3.36	0.57	6 th	V. Good
7	Enhancement of work force quality	3.34	0.59	7 th	V. Good
8	Morale enhancement on the job and loyalty to the organisation	3.04	0.72	8 th	V. Good
9	Reduction of the need for close supervision	3.02	0.81	9 th	V. Good
10	Reduction in duplication of efforts in the work place	2.95	0.73	10 th	V. Good
11	Reduction in staff turnover	2.81	0.86	11 th	V. Good
Total	Mean	3.27	0.66		V. Good

As revealed in Table 12 above, training / staff development mean rating 3.27 and standard deviation 0.66 indicated that training / development of staff are very good.

Work environment

Table 13: Mean Ratings and Standard Deviations of Responses on Work

Environment

S/N	Statement	(\bar{x})	S D	Rank	Decision
1	Conducive environment	3.42	0.61	1 st	V. Good
2	Work itself	3.23	0.46	2 nd	V. Good
3	Knowledge to gain competence on job performance	3.31	0.49	3 rd	V. Good
4	Good working environment	3.32	0.54	4 th	V. Good
5	Harmonious work place	2.89	0.71	5 th	V. Good
6	Reward for job well done	2.54	0.78	6 th	V. Good
7	Existence of on the job training	2.90	0.84	7 th	V. Good
8	Adequate time and material resources	2.69	0.71	8 th	V. Good
9	Availability of job aids	2.52	0.74	9 th	V. Good
10	Involvement in setting goals and evaluating performance	2.73	0.68	10 th	V. Good
11	Regular assessment to ensure the work performed relates to set goals	2.80	0.67	11 th	V. Good
Total	Mean	2.95	0.67		V. Good

Data from Table 13 above show that grand mean rating of 2.95 and standard deviation of 0.67 of responses on work environment indicate that their work environment were very good.

Leadership style

Table 14: Mean Ratings and Standard Deviations of Responses on Leadership Styles

S/N	Statement	(\bar{x})	S D	Rank	Decision
1	Impacts staff morale	2.69	0.85	1 st	V. Good
2	Engendering improved operations to meet users' needs	2.72	0.78	5 th	V. Good
3	Existence of consensus decision making	2.58	0.78	5 th	V. Good
4	Inspiring staff to work hard	2.64	0.72	8 th	V. Good
5	Clear and honest communication is passed during difficult times	2.61	0.79	4 th	
6	Clearly structured work tasks are made available	2.74	0.60	9 th	V. Good
7	Application of translational leadership style when tasks are clear and routine	2.62	0.73	7 th	V. Good
8	Leadership style in my library welcomes inputs from staff	2.63	0.80	3 rd	V. Good
9	A laser-faire type of leadership style	2.40	0.75	6 th	V. Good
Total	Mean	2.67	0.76		V. Good

Table 14 shows responses on leadership style. The mean score of 2.67 and standard deviation of 0.76 of leadership style were very good.

Research Question 3

What is the relationship between motivational factors and job performance of librarians in State-owned Universities in North Central Nigeria?

Table 15: Relationship between Motivational Factors and Job Performance

Model	Unsaturated coefficients		Saturated Coefficients Beta	T	Sig	Decision
	B	Std Error				
(Constant)	2.868	.431		6.657	.000	V. low
Salary	-.114	.105	-.131	-1.086	.281	Low
Staff promotion	-.186	.113	-.223	-1.639	.105	V. low
Staff training	.073	.132	.089	.554	.581	Moderate
Work/Environment	.120	.085	.212	1.416	.161	V. low
Leadership style	-.010	.088	-.013	-.1114	.910	V. high

a Dependent variable job performance

Table 15 above is a regression table showing the relationship between motivational factors and job performance of librarians in State-owned universities in North Central Nigeria. It is observed from the table that the statistics is not significant (salary = $P < 0.05$, staff promotion = $P < 0.05$, staff training = $P < 0.05$, work environment = $P < 0.05$ and leadership style $P < 0.05$). This implies that there is no relationship between motivational factors and job performance.

Research Question 4: What are the problems affecting motivation and job performance of librarians in state-owned universities in North Central Nigeria?

Table 16: Mean Ratings and Standard Deviations of Responses on the Problems Affecting Motivation and Job Performance.

S/N	Statement	(\bar{x})	SD	Rank	Decision
1	Lack of good working conditions	3.20	0.76	10th	Agree
2	Lack of interest on the job	3.32	0.69	6 th	Agree
3	Low expectation on the part of employee	3.11	0.70	13 th	Agree
4	Lack of frequent communications	3.16	0.71	12 th	Agree
5	Non- appreciation and recognition of employee performance	3.37	0.65	3 rd	Agree
6	Uninteresting work	3.19	0.79	11 th	Agree
7	Lack of demonstration of success and growth of the organization by management	3.32	0.62	6 th	Agree
8	Harshness on the part of management	3.36	0.65	3 rd	Agree
9	Insecurity of tenure of service	3.22	0.66	6 th	Agree
10	Lack of strong relationship between the employers and employee	3.21	0.64	7 th	Agree
11	Inadequate and obsolete working tools	3.29	0.69	8 th	Agree
12	Inadequate number of experienced and qualified staff	3.36	0.62	4 th	Agree
13	Poor salaries and allowances	3.33	0.73	5 th	Agree
14	Inadequate number of experienced and committed staff	3.39	0.52	2 nd	Agree
15	Lack of adequate information on work to do and how to do it	3.43	0.49	1 st	Agree
16	Lack of adequate knowledge of set goals	3.25	0.64	9 th	Agree
17	Communication gap between employees and employers	3.33	0.49	5 th	Agree
	Total Mean	3.28	0.65		Agree

Table 16 above represents opinions of respondents as regards the problems militating against job performance and motivation of librarians in the state-owned universities in North Central Nigeria. Respondents agreed to these factors as problems militating against job performance.

Research Question 5: What strategies could be adopted for enhancing motivation for improved job performance of librarians in state-owned universities in North Central Nigeria?

Table 17: Mean Ratings and Standard Deviation of Responses of Respondents on Strategies for Enhancing Motivation for Improved Job Performance

S/N	Statement	(\bar{x})	SD	Rank	Decision
1	Good working conditions	3.52	0.50	1 st	Very Effective
2	Clearly and well communicated compensation plans	3.36	0.57	3 rd	Effective
3	Flexibility of policies / job descriptions	3.27	0.52	9 th	Effective
4	Frequent communication	3.32	0.49	6 th	Effective
5	Demonstration of success and growth of organisation	3.35	0.48	4 th	Effective
6	Good work schedule to be accomplished	3.24	0.57	10 th	Effective
7	High expectations for employees	3.20	0.55	11 th	Effective
8	Provision of security of life	3.33	0.63	5 th	Effective
9	An interesting work	3.30	0.66	6 th	Effective
10	Guaranteed security of tenure of office	3.31	0.64	7 th	Effective
11	Adequate up- to- date working tools	3.37	0.62	2 nd	Effective
12	Adequate number of experienced and qualified staff	3.31	0.68	7 th	Effective
13	Commensurate salaries and allowances	3.31	0.60	7 th	Effective
14	Appreciation and recognition of employees' performance	3.29	0.59	8 th	Effective
15	Adequate information on what to do	3.29	0.59	8 th	Effective
16	Provision of clear and specific organisational goals	3.22	0.65	10 th	Effective
17	Adequate punishment for poor performance	3.05	0.81	13 th	Effective
18	Rewarding achievement based on performance not on favouritism	3.27	0.63	6 th	Effective
Total Mean		3.30	0.60		Effective

Results from Table 17, indicate that respondents agreed with all the statements on strategies that are effective for enhancing staff motivation and job performance of librarians.

Hypothesis Testing

Table 18 Correlation table on Influence of Motivational Factor on Job Performance

		Motivational factor	Job Performance
Motivational factor	Pearson Correlation	1	.952
	Sig. (2-tailed)		.640
	N	84	84
job performance	Pearson Correlation	.952	1
	Sig. (2-tailed)	.640	
	N	84	84

Table above presents the correlation between Level of motivation and Level of job performance of six state- own university in North central Nigeria The statistics was tested at 0.05 level of significance. An observation of the table indicates that Level of motivation was significance at $P > 0.05$ for provision Level of satisfactions. This implies that the levels of motivation of librarian determine their job performance

Summary of Major Findings

The following findings were made from the analysis of data collated for the purpose of the study.

1. The major Findings of the study revealed that there is significant relationship between motivational factors and job performance of librarians in state owned universities in North Central Nigeria.
2. Mean rating of performance variables of librarians such as effectiveness of communication, team work and cooperation, quality of work done, job knowledge and competency were high.
- 3 The study also revealed that the overall level of performance of librarians was good

4. Librarians in State-owned universities in North Central Nigeria were aware of the importance of motivation as a panacea for better job performance,
- 5 The factors militating against performance and motivation among librarians in state own universities in North Central States included lack of good working conditions, lack of interest in the job, low expectation on the part of employees, insecurity of tenure of service and delay in payment of salaries.
- 6 To bring about enhanced job performance and motivation, librarians in the North Central Nigeria state-owned universities suggested that there should be good working conditions, flexibility of policies / job description, clear and well communicated compensation plans, a good schedule of work to be accomplished, regular payment of salaries and other allowances.

CHAPTER FIVE

DISCUSSIONS, IMPLICATIONS, RECOMMENDATIONS AND CONCLUSION

This chapter discusses the findings and interpretations of results in line with research questions, and hypothesis as well as the implications and recommendations. Finally, the chapter ended with conclusion of the study.

Discussion of Findings

Level of Job Performance of University Librarians in State Universities

Results from the study showed that librarians in North Central Nigeria state-owned universities over all job performance were above average. They recorded high ratings in their job performance variables. Nevertheless there is need to improve upon their work habits, most especially in completion of assigned tasks on schedule and utilisation of resources. They possess ability of quick understanding of patrons request, their performance is greatly enhanced by their work habits with honesty, sense of responsibility and reliability under pressure ranking high in the mean ratings. Furthermore they show high degree of spirit of team work and cooperation and cordial human relationship. All these lead to efficiency and good job done. This finding corroborates Livinus (2008) who carried out a study on the relationship between extrinsic job factors such salary, promotion, training, security to mention but few and occupational task performance of electronics technology teachers in Nigerian technical colleges. The author found out that technical college electronics technology teachers in Nigeria are moderately satisfied with the extrinsic job factors and that their overall task performance is high. Though Livinus's study is on electronics teachers in technical colleges in Nigeria, the findings of the study are in conformity with the present study.

Motivational Factors of Librarians

Findings of the study showed that staff motivation is very important in any functional organisation. Motivational factors such as salary, staff development, good working conditions and promotion are some of the major motivation factors that librarians accorded high priority to. For example, delay in payment of salaries and other allowances in state-owned universities is matter of a great concern and should be avoided. A situation where salaries of staff are not be paid for months does not speak well of such universities. This is a major factor facing state universities at present. This result corroborates the study of Inana (2008) in a study on the effect of motivational factors on performance. This study also corroborates the study of Meggison (2001) in a study on man power training and development of library staff in University of Benin as a means to enhance performance. The result of the study showed that training and development of staff improve individual performance by making the job clearer to them. Though the study is on library staff in south- south zone (University of Benin) the present study concentrated on state-owned librarians in North Central Zone.

Relationship between motivational Factors and Job Performance of Librarians

From the analysis of data there is significant relationship between motivational factors and job performance of university librarians in state-owned- universities in North Central Nigeria. This is evidenced by the result of the regression analysis obtained. This result corroborates the study of Nkehem (2006) in a study on librarians' development and job performance in universities in the South-South geographical zone of Nigeria. The author investigated the relationship between librarians' development and other motivational factors and their job performance. The findings of the result showed that job performance of librarians would be greatly improved upon if they are allowed to attend conferences, seminars and workshops, among others. The result also revealed that provision for in-service training would boost the morale of librarians towards their performance. The relationship between job performance and leadership style is even stronger.

Problems Affecting Motivation and Job Performance of Librarians

The result of the findings reveal that performance and motivation are affected by a variety of factors such as lack of good working conditions like provision of safe, clean and sanitary work site, lack of interest in the job, low expectations on the part of employees, lack of frequent communication, lack of demonstration of success and growth of the organisation by management. These factors go a long way in retarding the zeal to perform in any organisation. This finding of Ekere (2011) agrees with the present study The result of the findings of the study showed that training and development of staff improve individual staff. Other factors include harshness on the part of management towards staff, lack of a strong relationship between the employers and the employees, poor salaries and delay in payment of salaries and other allowance, lack of modern and functional working tools among others.

Strategies for enhancing motivation for improved Job Performance

Respondents agreed to good working conditions, availability of functional and modern working tools, flexibility of policies/job description, clear and well understood compensation plans among others as the most viable strategies to bring about enhanced job performance and motivation. Other higher rated suggestions include demonstration of success and growth of the organisation by management, a good schedule of work to be accomplished by each employee, security of lives at all costs in the place of work, appreciation and recognition of employee performance by the employer, rewarding achievement based on performance not on favouritism. This finding corroborates the study of Adigun and Omodafe (2008) which established that the job performance of civil servants in some selected ministries in Delta State could be enhanced through motivation. Respondents in this present study believed that if all the aforementioned suggested factors are strictly adhered to, job performance of librarians will be enhanced.

Implications of the Findings

The findings of this study have great implications for proprietors of state universities which were established for the purpose of making education available to their teeming indigenes that do not gain admission into federal/ universities. The results revealed that librarians in State-owned universities in North Central Nigeria take their job with seriousness. This is evidenced by the mean ratings on their job performance. Performance variables used for the study correctly measures the level of performance of the respondents. However, major motivational factors were discussed in relation to job performance of librarians to determine their correlation. Motivational factors such as salary, training, promotion, work environment and leadership styles were used for the study. Staff motivation is a panacea for efficient and effective job performance in any organisation. Therefore, librarians need motivation in order to render good service to their patrons. Factors affecting motivation and job performance were equally discussed. Factors such as good working conditions, functional and modern working tools, prompt payment of salaries, staff training, a participative leadership style, clear and understood work schedules among others can bring about enhanced performance of librarians.

There is that need to take the issue of motivational factors with seriousness. Some major factors including lack of good working conditions, such as provision of safe, sanitary worksite i.e functional toilets, bath rooms etc, clean environment, clearly communicated instructions, flexibility of policies, rewarding achievements based on performance, adequate information on what to do and how to do it, security of tenure of office and security of lives among others were some factors that could enhance motivation and performance among librarians as such management of these state-owned universities should try to provide them.

Recommendations

Based on the findings of this study, the following recommendations are made:

- 1 Since librarians deal mostly with large population of library patrons there is that need for them to have the ability of quick understanding of patrons request in order to enhance their service delivery with minimum delay in information delivery to patrons. They need to be knowledgeable about their profession and show high sense of human relations. Librarians need to be honest, loyal and reliable.
- 2 Assessment of performance(s) of librarians should be regularly carried out in order to determine their legibility for promotion and other benefits.
- 3 Librarians should be adequately motivated since they are aware that motivation is a panacea to good job performance by providing good working conditions and a good schedule of work among others.
- 4 Problems militating against job performance should be adequately tackled so as to enable librarians perform their job effectively and efficiently
- 5 Other motivational factors such as human development, good work environment must be also prioritised in order to enhance performance of librarians..
- 6 State-owned university authorities should endeavour to sustain the high tempo of librariansø enthusiasm for their work by imploring better ways of enhancing job performance
- 7 Management of state-owned universities should provide a positive work environment where both employees and employers should create a mutually conducive environment that will engender the right attitude and ensure quick delivery, team spirit, responsibility, accountability, diligence, zeal, innovation and punctuality among others.
- 8 Unless these measures and obstacles are cleared, performance of university librarians shall continue to dwindle..

Conclusion

State universities are established purposely to complement Federal universities to provide qualitative and quantitative education for Nigerian citizens. These universities have functional libraries. These libraries are run by professional staff called librarians. They support the school's curriculum and research of the university faculty and students. As such it is expected that these information professionals need to be adequately motivated in order to render efficient and effective services. Their level of performance is of great significance to the management of the university and library in relating it to the motivation they receive from the library and university management. Performance variables that will best predict the degree of job execution was used to predict their performance in relation to the motivation they enjoy.

Results from the findings revealed that job performance of librarians in state-owned universities North Central Nigeria regressed linearly with motivational factors offered them. Nevertheless, more needs to be done to boost their morale for enhanced job performance. These include provision of good working conditions, clear information on what to do and how to do it, prompt payment of salaries and other allowances, security of tenure of office, training of staff, promotion of staff as at when due, availability of modern and functional working tools and friendly leadership among others. University management should not starve library and librarians with funds as this might affect their performance. Librarians are aware of motivation as a panacea for better job performance and as such they deserve to be adequately motivated for them to perform better. Adequate motivation will keep them on their job.

Limitations of the Study

The major limitation of this research work was the insurgency menace in some parts of the country, most especially in the states that constituted study areas which delayed the researcher to travel to those areas for data administration and collection.

Suggestions for Further Studies

In view of the limitations of the study, the following suggestions are made.

- 1 That the same type of study be carried out in both federal and private universities in the North Central Zone.
- 2 That the same type of study be carried out on administrative staff of bursary department in the universities in other zones in Nigeria
- 3 That the same type of study be carried out on para- professionals working in university libraries in the same zone

REFERENCES

- Accel, T. (2005). Employee Motivation in the Work Place. Retrieved September 20, 2006. from [http://www.accel.team.com/employee motivation.html](http://www.accel.team.com/employee%20motivation.html)
- Adeyemo, D.A. & Aremu, A. O. (1999). Career Commitment among Secondary teachers in Oyo State, Nigeria. The Role of biological mediators, *Nigeria Journal of Applied Psychology*. 5(2), 184-194.
- Adigu, O. R., & Omodafe, P. U. (2008). Enhancing Job Performance in Civil Service through Staff Motivation; A survey of selected ministries in Delta State. *Knowledge Review*, 16 (I) 6
- Adigu, O. R., & Omodafe, P. U. (2008). Enhancing Job Performance in Civil Service through Staff Motivation. A survey of selected ministries in Delta State. *Knowledge Review*, 16 (1), 106-111.
- Akintoye, I.R. (2000). The place of financial management in personnel psychology. A Paper Presented as Part of Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Akpovi, S. U. (2001). *Behavioural Sciences for Organisational Management*, Benin-city, Nigeria; Ambik Press.
- Alao, L.A. (1992). "The status of Job Satisfaction among Library Assistants in Four Nigerian Academic Institutions." *African Journal of Academic Librarian*,. 10. 3-6
- Aniemeka, G. I. (2003). *Fundamental of Public Administration*, Onisha: Osyora Nigeria Limited
- Audra, B (2010). *The Role of Human Resources Management in Organization*. Demand Media
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*. Philadelphia, Kogan,
- Aarabi, M. S ,Subramaniam, I.D & Abu Baker Akeel, A. (2013). Relationship between Motivational factors and Job Performance of Employees in Malaysian Service Industry. *Asian Social Science*. 9(9) 4-12
- Armstrong, M. (2004). *A Handbook of Human Resources Management Practice*.9th ed. . Philadelphia: Kogan.
- Armstrong, M. (2006). *A Handbook of Human Resources Management Practice*.10th ed. London; Kogan:
- Ayida, A. A. (1988). Panels Report on review of 1988 civil service in Imuetinyan, F. Nigeria O.(2000). *Issues in Nigeria Government and Administration*, Benin City,: Denvic Publishing Company.
- Badawy, Michael R. (1989). What we've learned about Managing Human Resources, In *Research, Technology Management*,. 31 (5) 23

- Bamjgboye, O. B., Buraimo, O. K. & Ajani, F, A. (2008). Job Satisfaction and Performance of Academic Librarians in Nigeria Universities in South West Nigeria. *The Information Technologist*, 5 (2), 91-100.
- Banjoko, S. A (1996). Human resource management. Lagos; Saban Publishers
- Bass, B.M. (2011) *Leadership and performance beyond expectations*. New York: Free Press
- Bates, R. A. , & Holton, E. F. (1995). Computerised performance monitoring: A review of a human resource issues; *Human Resource Management Review*, London; .Winter, 267-288
- Bello, M. A & Mansor, Y. (2012). Duties and Job Performance Factors of Cataloguers in Nigerian Academic librarians. *Library Philosophy and Practice*.
- Bernadin, H. K., Kane, J. S., Ross, S. Spina, J. D., & Johnson, D. L. (1995). Performance Appraisal design, development and implementation, *In Handbook of Human Resource Management*, ed G. R. Ferris, Rossen, S. D. & Barmen J. D. Blackwell, Cambridge.
- Best, J. W. & Khan, J.V.(1989). *Research in Education* 6th ed. New York: Prentice Hall.
- Bichi, M Y. (2004). *Introduction to Research Methods and Statistics*, Kano: Debis Publishing Company.
- Boyne, G. A (2003) Sources of Public Service Improvement: A critical Review and Research Agenda. *Journal of Public Administration Research & Theory*. 13,(1), Pg 5-26
- Brumback, G B. (1988). *Some ideas, issues and predictions about performance management*; London; Winter,.
- Campbell, J. P. (1993). *Modelling Performance Prediction problem in Industrial and Organizational Psychology*, ed. Dunnet, H. P. & Hugh, L. M. Blackwell, Cambridge, Mass
- Cascio, F. Wayne (2008). *Managing Human Resources*, McGraw-Hill. New York
- Ejifugha, A. U.(199). *Development of Health Education in Nigeria*. Owerri: Canon Publishers Nigeria Ltd.
- Ekere, F.C.(2011). Academic Staff Developmental Variables and Job Performance of Library and Information Science Lecturers in Nigeria Universities. *Unpublished Ph.D. Thesis*. University of Nigeria Nsukka.
- Edibo, D.O. (2008). Academic Status for Librarians in National Library of Nigeria: Problems and Conditions. *Borno Library, Archival and Information Science Journal*, 7(1) 15-16.
- Eze, O. (1999). Motivation and work productivity among Nigerians. *Organization Behaviour Management*, Ibadan: 24th- 27th April. 15

- Ezugu, L.C. (2004). Relationship between Job Satisfaction and Occupational task performance of technical college radio, television, and electronics works teachers in Nigeria. Unpublished Ph.D. Dissertation, Department of Vocational Teacher Education, University of Nigeria, Nsukka
- Flippo, B. Edwin, (1984). *Personnel Management*, MacGraw-Hill, New York
Fred Luthans (1995). *Organization Behaviour*, 7th ed. New Delhi; McGraw-Hill Company
- Hair Awang, A., Ismail, R.,; Mohammad, Noor, Z. (2010). Training impact on employees' job performance; a self- evaluation. *Ekonomika Istrazivanja*, 23, 4 78-90
- Halepota, H. A. (2005). Motivational Theories and their Application in Construction Cost Engineering, 47(3): 14-18
- Hashim, A. (1997). Effective Human Resources Development and Utilization of Library Management. *Lagos Libraries*. 15 (5) 12-15
- Imuetinyan, F. O. (2003). *Issues in Nigeria Government and Administration*, Benin City, Nigeria: Denvic Publishing Company
- Inana, O.T. (2008). Motivation of Employees for Sustainable Organizational Growth *Knowledge Reviews*, 16 (1), 69-74.
- Ivu, J.J (2011). Effective Motivation of Paraprofessional Staff in Academic Libraries: In Nigeria. *Library Philosophy and Practice (e- journal)* Paper 577
- Jones, G. K. & George, J. M. (2007). *Essentials of Contemporary Management* (2nd ed.) Boston; McGraw-Hill
- Jummai, A. Staff Motivation as an Asset for Nation Building: Daily Trust, Thursday Feb 11, 2010, P 42.
- Justine, L., James, A & Karen Bordonaro (2007) Multiple roles of Academic Librarians. *Electronic Journal of Academic and Special Librarianship*, 8(1)
- Kane, J. S. (1996). The Conceptualisation and Representation of total performance effectiveness: *Human Resource Management Review*, London; summer. 23-45.
- Keller, G. (2003). *Statistics for Management and Economics*, 6th ed. Canada: Thomson. 634-635
- Khanka, S.S. (2008). *Human Resource Management (Text and Cases)*. New Delhi; S. Chand & Company Ltd.
- Kwaghtongo, F.N. (1991). Teachers' Instructional effectiveness among Secondary Schools in three local government areas of Benue State. *Unpublished M.Ed Thesis*. University of Calabar. Calabar.
- Lawal, A. M. (2004). A comparative Study of Job Satisfaction among librarians in Selected State University libraries in Nigeria. Unpublished MLS Dissertation, Bayero University, Kano

- Livinus C.E (2008) Relationship between Extrinsic Job Satisfaction And Job Performance Of Electronics Technology Teachers in Nigeria Technical Colleges. *Knowledge Review* 16 (1) 1-5
- Machz, M. L.(1989). Building Job Communication among Employees. *Library Trends*.30 (1) 7- 11
- Mallaiah, T.Y &Yadapadithaya, P.S (2009).DESIDOC Journal of Library & Information Technology, 29 (3) 36-42
- Malik Nadeem (2010).A Study on Motivational Factors of the faculty members at University of Balochistan.*Serbian Journal of Management* 5(1) 143-149
- Martel, C. (1989). Achieving high Performances in library work. *Library Trends*, 38 (1) 8-11
- Maslow, A. H. (1954). *Management and Personalty*, New York; Harper and Row.
- Maslow, A. P. (1976). *The Role of testing in training and development*. In Craig, R. L. ed Training and development handbook: a guide to *human* resources management. London.
- Meggison, J.T.(2001). Man power training and development of library staff as a means to enhance performance. *Zaria Journal of Librarianship*. Vol 4 1-10
- Mosley, P.A. (2004). Transitioning From Librarian to Middle Manager. London: *Libraries Unlimited*. 154.
- Milkovich, G.T.(2011).*Restructuring of human resource management in the U.S.:Strategic diversity* (CAHRS Working paper 91-17). Itha, NY:
- Mullins, L. J. (2006). *Management And Organizational Behaviour*, 7th ed.New York; Prentice Hall
- Murray, R. A.(1992). Job Satisfaction of Professioner and Para-Professioner Library Staff at Chapel Hill. Unpublished MLS Dissertation, Chapel Hill; University of North Carolina
- Nkebem, E. N. (2006).LibrariansøDevelopment and job Performance in University Libraries in South-South geographical zone of Nigeria. *Unpublished Doctorate Thesis* of Uyo. Uyo.
- Nwachukwu, C. C. (1988). *Management theory and practices*, Onitsha: African Top Publishers.
- Nworgu, B. G. (2006). *Educational Research: Basic Issues and Methodology*.Nsukka:University Trust Publishers
- Obisi, C. (1996). *Personnel Management*. Ibadan. Freeman Production.
- Ojobo, J. A. (2006) Motivation and Workers Attitude to Work in Nigeria. *Bayero Business Review* 1(3) P 8

- Okpe I. J (2012) Annual Performance Appraisal of Practising Librarians; A Study of Academic Institutions in Nigreria. *Arabian Journal of Business and Management Review (OMAN Chapter) 2 (5)*
- Oladunjoye, B. (2002) Motivating workers through training, a case of Wema Bank Plc. M. Ed Dissertation, University of Ibadan.
- Olajide, A.(2000). Getting the best out of the employees in a developing economy. A Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan.
- Onyejiaku, A.C. (1977). Need satisfaction and job performance among Nigeria Teachers; *In Teacher Effectiveness Research in West Africa*, International development research centre manuscript, p.70
- Osioma, B. and Osioma, H. E.(1999). *Management Practice; Manual for the Professional Management Students'*, Enugu; Snap Press.
- Osuala, E. C. (2005). *Introduction to Research Methodology*, 2nd Ed. Africana-First Publishers, Ltd. Onitsha
- Popoola, S. O, Adeyinka Tella & Ayeni, S. O.(2007). Work Motivation, Job Satisfaction and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, *Nigeria Library Philosophy and Practice 1(2) 9*
- Randall, P, Stice, E. & Jennifer, R(2004). Prospective Relations Between Social Support and Depression: Differential Direction of Effects for Parent and Peer Support? *Journal of Abnormal Psychology*, 113 (1) 155-159
- Robbins, S. P. & Judge, T. A. (2012). *Organizational behaviour*. New York, Pearson.
- Sabine, Sonnentag (2002) *Psychological Management of Individual Performance*. New York, John Wiley.
- Saka, K.A, Abubakar, T & Abubakar, N.U. (2014). Emerging Issues in Nigerian University Libraries. *Journal of Information, Education, Science and Technology (JIEST): 1(2), 62—65.*
- Senyah, Y. (2003). Motivation and Productivity in Academic Libraries: A case study of the Kwame Nkrumah University of Science and Technology Library, Kumasi.
- Stoner, A.F., Freeman, R. E. & Gilbert, D. R. (2008). *Management*, 6th ed New Delhi; Pearson
- Tersesa, T. (2007) Quality Performance Appraisal for Library Staff. In Proceeding of the International Conference. *The Academic Librarian; Dinosaur or Phoenix? Die or Fly in Library Change Management*. University Library System. The Chinese University of Hong Kong, April 11-12,
- Torrington, D. , Hall, L .and Taylor, S.(2008) *Human Resource Management 7th ed.*New York; Prentice Hall

- Tyson, S. (2006). *Essentials of Human Resources Management*. 5th ed. Amsterdam; Butterworth, Heinemann.
- Usman, A. (2005). Relationship between Teachers Job Satisfaction and Job Performance in Borno State Secondary Schools. Unpublished M.Ed. Dissertation, University of Maiduguri.
- Vick, H. (2006). *Health and Social care in the Community*. 14 (2)
- Waheed Ahmed and Abdul Razeq (2011) Factors Affecting the Effectiveness of the Job Performance of the Specialists Working in the Youth Care at Helwan University. *World Journal of Sports Science* 4 (2) 116-125
- Wang C. (2010) An Empirical Study of the Performance of University Teachers Based on Organizational Commitment, Job Stress, Mental Health and Achievement Motivation. *Canada Social Science* 6 (4) 127-140
- William, G.N. James, M. M and Susan, M.M (2005). *Understanding Business*. 7th ed. London: McGraw-Hill,

APPENDIX A

Population for the Study

S /No	Universities	Year of Est.	Place Located	Total No of Librarians
1	Benue State University, Makurdi	1992	Makurdi	22
2	Ibrahim Badamasi Babangida University, Lapai	2005	Lapai	21
3	Kogi State University, Anyigba	1999	Ayingba	23
4	Kwara State University, Malete	2009	Malete	10
5	Nassarawa State University, Keffi	2002	Keffi	11
6	Plateau State University, Bokkos	2009	Bokkos	05
	Total			92

Source: Academic Planning Unit of Universities under Study (March, 2014)

APPENDIX B

Department of Library and
Information Science,
University of Nigeria, Nsukka
20th Feb, 2014.

Dear Respondent,

INTRODUCTORY LETTER

I am a postgraduate student in the Department of Library and Information Science, University of Nigeria, Nsukka, and presently working on my theses titled: Motivational Factors as Correlates of Job Performance of University Librarians in State-owned Universities of North Central Nigeria. The attached copy of the questionnaire will provide data for the study. I shall be glad if you could kindly complete this questionnaire to the best of your knowledge. All answers shall be treated confidentially and used for the purpose of the study.

Yours faithfully,

Sign:

Abubakar, Ndasaliu Usman

PG/PhD/12/64150

Motivational Factors as Correlates of Job Performance of Librarians Questionnaire (MFACJPLQ)

SECTION A: PERSONAL INFORMATION

Name of Institution-----

Name of Library -----

Gender-----

Working Experience-----1-10yrs (), 11-20yrs (), 21-30yrs (), 30yrs and above ()

Highest Educational Qualification-----Bachelors Degree (), Masters Degree (), PhD ()

SECTION B

JOB PERFORMANCE OF UNIVERSITY LIBRARIANS QUESTIONNAIRE (JPUL)

Please respond to the questionnaire below by ticking (√) the appropriate response that best describe the level / degree of job performance of your subordinates;'

JOB PERFORMANCE INDICATORS / VARIABLES

Job knowledge and Competency

How well has the officer performed based on his / her job knowledge and competences?

S/N	Statement	4 Excellent	3 V. Good	2 Good	1 Fair
1	How well do you understand your job				
2	How well does the officer organises his /her job				
3	How well do you apply your professional / technical / administrative or any other acquired knowledge				
4	How well do you perform responsibilities in accordance with job procedures and policies				
5	How effective do you act as a resource person upon whom others rely for assistance				
6	How well do you solve your patrons complaints				
7	How well do you understand the expectations of your job				
8	How effective do you make use of figures /data				

Work Habits

Assess the performance of the librarian based on his / her work habits

S /N	Statement	4 Excellent	3 Very Good	2 Good	1 Fair
1	The staff is always punctual at work				
2	The staff is always at his / her duty post				
3	The librarian has zeal and determination for his / her job				
4	The staff utilises resources effectively				
5	The staff is reliable				
6	The staff complete his / her job on schedule				

Effectiveness of Communication

Indicate your agreement on the effectiveness of communication of the staff

S N	Statement	SA	A	D	SD
1	The staff effectively conveys information and ideas both orally and in written				
2	The staff listens carefully and seeks clarification to ensure understanding				
3	He / she easily understands patrons request				

Character Traits

How does the performance of the staff faired based on his / her character traits

S /N	Statement	4 Excellent	3 V. Good	2 Good	1 Fair
1	He / she is always honest				
2	The staff has high sense of responsibility				
3	The staff loyalty to the organization				
4	He / she is reliable under pressure				
5	The staff is always decent				
6	He / she is dependable				

Human Relations

Assess the staff's human relationship with his colleagues and patrons

S /N	Statement	4 Excellent	3 V.Good	2 Good	1 Fair
1	The staff relates with other staff effectively				
2	He / she has a cordial relationship with patrons				
3	The staff has high sense of initiative				

Leadership Attainment

What the leadership style of the staff is as relates to his / her job

S /N	Statement	SA	A	D	SD
1	Do you encourage your subordinates to define agreed standards and measures for effectiveness beforehand/?				
2	Do you encourage and train your subordinates to avoid late assessment of goals				
3	Do you show good example in terms of punctuality, efficiency and high degree of responsibility in whatever you do?				
4	Do you make suggestions for changes / adjust methods / procedures that significantly contribute to your own work or that of any associate // subordinates				

Teamwork and Cooperation

Indicate your opinion on librarian's performances based on team work and cooperation

S/N	Statement	SA	A	D	SD
1	The staff maintains harmonious and effective work relationship with co- workers and constituents				
2	He / she adopts to changing priorities and demands				
3	Shares information and resources with others to promote positive and collaborative work relationships				
4	The staff actively participates in group initiatives				
5	The staff contributes to the overall development of the library				

Quality / Quantity of Work

Indicate your agreement on the quality and quantity of staff work performance

S /N	Statement	SA	A	D	SD
1	The staff completes assigned tasks in a thorough, accurate, and timely manner that achieves, expected outcomes				
2	He / she exhibits concern for the goals and needs of the department and others that depend on services or work products				
3	The staff handles multiple responsibilities in an effective manner				
4	He / she uses work time productively				

SECTION C

Motivational factors questionnaire for university librarians (MFUL)

INSTRUCTION: Below is a list of statements from which you are expected to tick (✓) the appropriate response.

Salary

Indicate your level of agreement on the following items on the salary you enjoy in your library

S / N	Statement	SA	A	D	SD
1	Prompt payment of salaries motivate me				
2	Upward review of salary as and when due motivates me				
3	Regular payment of salary motivates me				
4	Salary parity amongst the people of the same cadre motivates me				
5	I feel valued for I am well-paid which encourages me to do a good job				
6	My salary motivates me to do a good job				
7	My salary brings me a feeling of security which allows me to feel accomplished and gives high status ranking that i enjoy				
8	I earn a fair trade- off financial rewards which make me put in extra hours at the office.				
9	I see my salary as the value my employer places on me which motivates me				
10	Motivation through money brings about better job performance.				
11	Others, please specify and rate				

Promotion

Indicate your level of agreement on the following items on the promotion you enjoy in your library

S/N	Statement	SA	A	D	SD
1	Promotion as at when due motivates me to perform				
2	Regular promotion motivates me to perform				
3	Promotion accompanied with benefits motivates for performance				
4	Promotion had moved up many staff to the organisational chart				
5	Promotion increases the interest of employees in their jobs				
6	Promotion improves employee morale and job satisfaction				
7	The promotion I received places me in a position where my skills and knowledge can be better utilized				

8	The promotion I receive inspires me to improve my knowledge and skills				
9	Promotion enhances library staffs response to user need				
10	Promotion improves organisational health				

Training

Indicate the level of agreement on the following items on staff development in your library

S/ N	Statement	SA	A	D	SD
1	In-service training encourages better staff performance				
2	Workshops /seminar /conferences spur staff to higher performance				
3	Training influences improved job performance				
4	Training provides skills with which to meet present and future job challenges				
5	Staff training reduces duplication of efforts in the work place				
6	Training of employees reduces staff turnover				
7	Training of employees reduces the need for close supervision				
8	Training enhances morale on the job and loyalty to the organisation				
9	Effective training saves labour by reducing time spent on problem solving				
10	Proper training increases productivity and performance of staff				

Work environment

Indicate the level of agreement on the following items on work environment in your library

S/ N	Statement	SA	A	D	SD
1	Conducive environment of my library makes me perform better				
2	Work itself provides me opportunity to use my initiative for better performance				
3	My work provides me the knowledge to gain competence on job performance				
4	Good working environment makes me to perform better				
5	My workplace is harmonious and suitable for my job				
6	There is reward for a job well done in my library				
7	On-the job training is available in my library				
8	Adequate time and material resources are available to make staff perform better				
9	Job aids (guides, models, charts, checklist etc) are available				
10	Staff are involved in setting goals and evaluating performance				

Leadership styles

Indicate the level of agreement on the following items on the leadership styles in your library

S/ N	Statement	SA	A	D	SD
1	The library sets clear goals for staff in order for them to know what is expected				
2	The leadership style in my library impacts staff morale thereby influencing productivity.				
3	Leadership style in my library engenders improved operations to meet user needs				
4	A participative type of leadership in my library provides staff about job performance				
5	Consensus decision making style is applied in my library				
6	There is adequate communication to ensure staff understand the				

	strategic direction for action				
7	The type of leadership style in my library inspires staff to work hard				
8	During difficult economic times, clear and honest communication is passed to staffs which make them focus on their work and not get distracted by rumour about layoffs.				
9	Work tasks are clearly structured in a simple manner enhance understanding and performance by staff				
10	Translational type of leadership style is applied in my library when tasks are very clear and routine				

What are the problems affecting motivation and job performance in your university library?

Indicate your agreement on the following items on the problems affecting motivation and job performance of librarians in your library

S/N	Statement	SA	A	D	SD
1	Lack of good working conditions like provision of a safe, clean and sanitary worksite affects motivation and job performance				
2	Lack of interest in the job can lead to decreased motivation and the failure to accomplish a goal.				
3	Low expectations on the part of employees limit employee motivation				
4	Lack of frequent communication is a barrier to employee motivation				
5	Non- appreciation and recognition of employee performance lowers employee motivation and performance				
6	Uninteresting work affects employee motivation and performance				
7	Lack of demonstration of success and growth of the				

	organisation by management team reduces employee performance				
8	Harshness on the part of management towards staff encourages poor job performance among the staff				
9	Insecurity of tenure of service breeds poor job performance				
10	Lack of a strong relationship between the employers and the employees leads to employee poor performance				
11	Inadequate and obsolete working tools hampers job performance				
12	Inadequate number of experienced and qualified staff breeds poor job performance				
13	Poor salaries and allowances for staff discourages better and enhanced job performance				
14	Inadequate number of experienced and qualified staff brings about low job performance				
15	Lack of adequate information on what to do and how to do work creates room for low job performance				
16	Lack of adequate knowledge of set goals hampers employees outputs towards the goals				
17	Communication gap between employers and employees encourages poor job performance				
18	Others please specify and rate				

What are the strategies for enhancing motivation for improved job performance of academic librarians in your university library?

Indicate your agreement on the following items on strategies for enhancing staff job performance of librarians in your library

S/N	Statement	VA	A	FA	NA
1	Good working conditions like provision of a safe, clean and sanitary worksite enhance employee motivation.				
2	Clearly communicated and well understood compensation plans motivate employees to perform better				
3	Flexibility of policies / job description create room for				

	improved job performance				
4	Frequent communication is essential for employee motivation				
5	Demonstration of success and growth of the organisation by management team enhance motivation and better job performance				
6	A good schedule of work to be accomplished by each employee enhances motivation and job performance				
7	Creating high expectations for employees ensures the employee will remain motivated and perform better				
8	Security of live at all cost encourages good job performance				
9	An interesting work is a prerequisite for high motivation and job performance				
10	Security of tenure of office if guaranteed brings about high job performance				
11	Adequate and up-to-date working tools motivate and enhance job performance				
12	Adequate number of experienced and qualified staff brings about high performance				
13	Commensurate salaries and allowances motivate and encourage better job performance				
14	Appreciation and recognition of employee performance motivate and enhance employees job performance				
15	Adequate information on what to do and how to do it create motivation and room for improved job performance				
16	Provision of clear and specific organisation goals motivate enhance job performance				
17	Adequate punishment for poor job performance				
18	Rewarding achievement based on performance not on favouritism				
19	Others, please specify and rate				

APPENDIX C

Reliability

Scale:

Job knowledge and Competency

JOB PERFORMANCE INDICATORS

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.723	.612	8

Reliability test for

Work Habits

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.650	.632	6

Scale:

Effectiveness of Communication

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.695	.736	3

Scale:

Character Traits

How does the performance of the staff faired based on his / her character traits

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Scale: Human Relations

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.927	.928	3

Scale:

Leadership Attainment

Human Relations

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.716	.762	4

Scale: Human Relations**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.716	.762	4

Scale: Teamwork and Cooperation**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.895	.898	5

Scale: Quality / Quantity of Work**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.651	.651	4

Scale: Salary**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.891	.892	10

Scale: Promotion**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.863	.852	10

Scale: Training**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.863	.852	10

Scale: Work environment**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.655	.632	10

Scale: Leadership styles**Case Processing Summary**

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

	Cronbach's Alpha Based on	
Cronbach's Alpha	Standardized Items	N of Items
.859	.866	20

Scale: What are the problems affecting motivation and job performance in your university library

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.810	17

Scale: What are the strategies for enhancing motivation for improved job performance of academic librarians in your university library

Case Processing Summary

		N	%
Cases	Valid	20	100.0
	Excluded ^a	0	.0
	Total	20	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.822	.840	18

APPENDIX D

Result of Data Analysis