

Influence of Job Motivation on Effective Job Performance of Library Personnel in Universities

Dorcas Oluwabunmi Bakare-Fatungase*, Grace
Morenike Obaseki **, Ganiyu Oluwaseyi Quadri***

ARTICLE INFO

Article history:

Received 23 July 2023

Revised 07 May 2024

Accepted 10 May 2024

Keywords:

University libraries,
Job Performance,
Job Motivation,
Library Personnel

ABSTRACT

This study investigated the influence of job motivation on job performance of library personnel in university libraries in Oyo State, Nigeria. Descriptive survey research design type was used for the study. The population of the study consisted of 164 library personnel in university libraries in Oyo State. An adapted questionnaire was used as the instrument for data collection. The data collected were analyzed using both descriptive and inferential statistics. PPMC were used for hypotheses testing at a 0.05 level of significance. The findings of the study revealed that the level of job performance of library personnel among university libraries in Oyo State was high ($\bar{x}=2.85$) and that the level of job motivation (promotion, compensation, conducive work environment) of library personnel among the sampled universities was also high ($\bar{x}=2.77$). More so, the findings of the hypothesis disclosed that there is a significant and positive relationship between job motivation ($p= 0.029 < 0.05$) and job performance of library personnel among universities in Oyo State. It was recommended that library leadership should make provision for motivational ingredients that can serve as an encouragement for the library personnel to enhance the level of their job performance.

1. Introduction

Job performance of university library personnel goes a long way in either making an organisation achieve success or drawbacks to its vision and mission statement. The more efficient library personnel are, the more users will use the library and its resources, and this in turn could improve the quality of their learning and research output. Administrative, technical and advisory are the main categories for the work done by library personnel. The management of the library consists of the organisation

* Department of Information Management, Lead City University, Ibadan (bakare.oluwabunmi@lcu.edu.ng) (first author & Corresponding author)

** Joseph Ayo Babalola University Library, Ikeji-Arakeji, Osun State (obasekigrace12@gmail.com) (Co-author)

*** Kenneth Dike Library, University of Ibadan, Ibadan. (qudriseyi@gmail.com) (Co-author)
International Journal of Knowledge Content Development & Technology, 14(4): 07-24, 2024.
<http://dx.doi.org/10.5865/IJKCT.2024.14.4.007>

and supervision of the library's daily duties. Advisory duties ensure that university library users are provided and get in contact with needed information services available at the circulation or reference unit, while the technical services deal with the acquisition, processing, and organisation of resources for easy retrieval and access to the library users (Ukangwa, Onuoha, & Otuzo, 2020).

Conversely, the efficiency and effectiveness of these services are dependent on the amount of service provided by the university library. A university library is an example of an academic library which serves as a repository of information resources in different disciplines, set up to enhance the intellectual activities of the university. The library is the nerve center of the university and it is set up to provide material and services which caters for the needs of the entire university. It also plays important role in meeting the information and research purpose of the users and the faculty members. University library users include undergraduates, postgraduates, researchers, information professionals, staff and other users from outside the university, the library personnel with the cadres of library heads or junior staff in university libraries that have skills in readers' services, technical processing, and user education are responsible for the provision of information services to the users. However, the level of the job performance of library personnel could determine the use of the library by the library users.

According to Christopher (2020), job performance is the net effect of a person's effort as modified by his/her abilities, traits and role perception. Kalu and Okpokwasili (2018) asserted that job performance is the discharge of core tasks based on employees' area of specialization towards attaining an establishment's objectives defines. In other words, job performance simply means the discharge of core duties or tasks of library personnel in their various area of specialization in the university library. Job performance is largely determined by indicators such as task performance, adaptive performance, contextual performance, counterproductive work behaviour. The indicators for job performance in this study are task performance, adaptive performance and contextual performance. Koopmans, Bernaards, Hildebrant, and De Vet, (2013) noted that task performance is the proficiency with which an employee performs central job tasks in an organisation. Task performance has direct implications for the achievement of the university library objectives and also covers the job description of library personnel in the university library. The core duties of library personnel include the acquisition of information resources, reference services, cataloging and classification, circulation services, user education, and so on. The core activities for which the library is known will be used to gauge its overall job performance. Apart from task performance, another indicator or component of job performance is adaptive performance.

Adaptive performance is an employee's skill or proficiency to adapting to changes in work roles or environment (Griffin, Neal, & Parker, 2007). Library personnel have different levels of ability which can affect their ability to deal with changes in their profession. Modern library personnel needs a lot of adaption due to the plethora of changes caused by emerging technology, dwindling funding, and changes in the format and mode of information delivery. There are reports of resistance to change on the part of library personnel and an inability to adapt to the new system of library services provision characterized by access to information as opposed to serving as an information warehouse. However, the issues raised in adaptive performance make contextual performance highly important. Contextual performance is another component of job performance.

Contextual performance is also referred to as organisational citizenship. Contextual performance refers to the employee behaviours that support the organizational, social, psychological environment in which the central job tasks are performed Koopmans, et al. (2013). Employees who are friendly and altruistic will make the work environment more pleasant. Library personnel is required to be evaluated based on their contextual performance because of the emphasis on team work in the profession. The readiness of library personnel to help one another, taking up the duty of an indisposed or busier person, being friendly, serving as mentors to recruits, and promoting the interest of the organisation are all manifestations of contextual performance. The disparities in the job performance of library personnel in university libraries can be caused by lots of factors which can be tagged as job performance determinants. Based on observations and ideas obtained from literature, series of determining or anchor factors can possibly influence the job performance of library personnel in the university library, among these factors is job motivation.

Job motivation according to Ali and Ahmed (2016) is defined as a rewards/incentive that drives library personnel to perform efficiently to assigned duty. The direction and diligence of action of library personnel are designated. Job motivation is getting someone to do something because they want to do it. Organizational behaviour scholars described job motivation as what pushes employees to achieve usual goal. In other words, if the university library wants its library personnel to perform expectedly as information professionals in order to accomplish the university's goals and objectives, there could be a kind of job motivation that will encourage the library personnel to perform in a preferred way. Akparobore and Omosekejimi (2020) viewed motivation in the library context as the ways, plans, and events that librarian use to provide the needs and a conducive environment which will satisfy and enable the personnel to effectively discharge their assigned responsibilities. The university library headed by the University Librarian in universities could increase the existing level of job motivation within among library personnel.

Consequently, motivational factors can be seen in various models and theories. Herzberg's identification hygiene and motivators factors are the main components of job motivation used in this study. Herzberg stated that hygiene factors can reduce levels of dissatisfaction. Hygiene factors are extrinsic to the job, and some of these factors are interpersonal relationships, salary, working conditions, supervision and company policies. On the other hand, motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Motivator factors make people as well as library personnel happy in meeting their needs for living and growth. According to Robbins (2001), motivation is a needs-satisfying process, which means that when a person's needs are satisfied by certain factors, the person will exert superior effort toward attaining organisational goals. Once the hygiene issues are taken care of, Herzberg says that the motivators will make the job more enjoyable once the hygiene issues are fixed. Promotion, compensation, and work environment are elements of the Herzberg theory that are relevant to the library environment. Likewise, when library personnel's needs are satisfied by promotion, compensation and work environment, such library personnel will exert more effort toward attaining the university library goals and objectives.

The environment in which library personnel work is expected to be stress-free. The atmosphere created by the leader as well as the subordinates affects the organisational environment. When

the work environment is friendly, employees in an organisation, including library personnel will work harder to achieve the organisational goals. Ifijeh and Yusuf (2020) reported that there are libraries without the necessary facilities to work, library personnel without offices to work, and offices too hot to work due to a lack of air conditioners may not be productive owing unsatisfied work environment. Most of the previous studies conducted focuses on job motivation and it enhances job performance neglecting the use of theory in which the present study has adopted Fredrick Herzberg Hygiene Theory with focus on hygiene factor and motivator, making the present study unique to those conducted in the past. The modern university library is constantly being challenged to innovate and deliver the best collection and services which attract more users to use the library regularly. For the level of job performance of library personnel in the university library to be high, factor like job motivation that serves as its determinant need to be considered. Job motivation such as promotion, compensation, conducive work environment may determine the level of job performance by library personnel in university libraries. The leadership style is also needed to motivate library personnel to put in their best in rendering their services to the users. The library personnel are expected to perform to the best of their abilities, to meet the high expectation placed on the library by the users and other stakeholders. It is on this premise that this study is being carried out to examine the influence of job motivation on job performance of personnel in university libraries in Oyo state, Nigeria.

1.1 Objectives of the study

The main objective of this study is to investigate the influence of job motivation on job performance of library personnel in university libraries in Oyo State, Nigeria. The specific objectives of the study are to:

- i) ascertain the level of job performance of library personnel among universities in Oyo State, Nigeria and,
- ii) determine the level of job motivation (promotion, compensation, conducive work environment) performance of library personnel among universities in Oyo State, Nigeria.

1.2 Research questions

The following research questions guided the study.

- i) What is the level of job performance of library personnel among universities in Oyo State, Nigeria?
- ii) What is the level of job motivation (promotion, compensation, conducive work environment) of library personnel among universities in Oyo State, Nigeria?

1.3 Research hypotheses

The hypothesis will be tested at 0.05 level of significance.

- H₀₁: There is no significant influence of job motivation (promotion, compensation, conducive work environment) on the job performance of library personnel among universities in Oyo State, Nigeria.

1.4 Scope of the study

This study focuses on job motivation and job performance of library personnel in university libraries in Oyo State Nigeria. The components of job performance to be studied are task performance, adaptive performance, and contextual performance. The independent variable is job motivation and it is measured by constructs such as management policies, work conditions, salary, job security, work responsibility, recognition, achievement, promotion, compensation and conducive work environment. The total number of library personnel under study was expected to be one hundred and sixty-four (164). University libraries were selected because of their clearly defined organization structures and the high level of professionalism required in providing library services to university communities. Also, all the library personnel such as librarians, library officers, and library assistants are considered in this study because they are all important in achieving the overall objectives of the library.

2. Literature review

The literature review was empirical in nature with search terms such job performance, job motivation as well as library personnel was focused on. Various search engines like Firefox, Google chrome, Scholar and Opera mini were used to retrieve information while databases like ProQuest, Ebrary, Ebscohost, Springer, Jstor etcetera were used to source for relevant information to write the literature review.

2.1 Concept of job performance

Job performance is a concept of interest that has been widely discussed in literature from various fields because of the need for organizations to achieve their set objectives in a world that is becoming more dynamic and keenly competitive irrespective of whether the organisation is a business conglomerate or not-for-profit organization. In the context of librarianship, for instance, job performance is a pertinent issue because all types of libraries are set up to achieve some specific goal that they must consistently meet to retain the trust and confidence of key stakeholders, especially parent organisations/institutions and funders. In the literature, the concept of performance is often discussed according to the different layers or levels that exist in a typical organisation. Thus, scholars have conducted several studies focusing on organisational performance, team or group performance, and individual job performance. The focus of the current study is on library personnel job performance and how it can be aggregated to enhance library productivity.

Suryawana, Masmanb, and Bernarto (2018) reported in a study on influence of work environment

on the job performance of librarians in public universities was investigated by a group of researchers. The questionnaires were used to elicit information from librarians. The data were analyzed using multiple regression analysis by the aid of Partial Least Square (PLS) program. The study found that there is a positive level of significance on job performance, librarians in South-West, Nigerian Universities are not satisfied with their level of performance with 60% of them indicating that performance can be rated as fair. Most of the respondents believed that they are unable to contribute as much as they would like to the growth of the library. A larger percentage of them can only be rated as fair as the respondents' ability to attend promptly to users' requests is not too encouraging. The minimum requirements for promotion in terms of research productivity were not met by the librarians. 52% of people think their research productivity is fair, but 28% think it's lower and 20% think its high, Enhancement of performance in any organization is dependent on motivation. Every leader tries to motivate his or her employees.

Agbo, Odunlade, Opeyemi, and Ojo (2021) referred to job performance as the skill of library personnel to render efficient services by using available resources and library facilities to solve the needs of the user community. Consequently, the job performance of library personnel can be viewed as the level to which they provide library services to all categories of patrons ranging from lecturers, researchers, students, to other members of the campus community. In library and information science literature, (Ikonne & Fajonyomi, 2019; Shehu & Kasa, 2019; Oyedokun, Oyewumi, Akanbi, & Laaro, 2018) conceptualised library personnel job performance as a uni-dimensional concept. This is reflected in how they have defined and measured job performance. Job performance is referred to as the library personnel's skills in discharging their library operations to attain library goals. This implies that a circulation librarian need not bother with attending to users who need reference services unless it is expressly stated in their contract of employment. Given this, library personnel job performance is wider, it does not cover or take cognizance of the dynamic nature of the modern library environment. Job performance of library personnel can be measured by several elements such as punctuality, information literacy, and digital competency among others to carry out library functions. Rolfo, Eklund, and Jahncke (2018) expressed job performance as the extent to which employees perform their responsibilities specified in the job description. This includes performing duties and providing activities required for a job role. This definition is too simplistic and may not have provided for the exigencies of the modern workplace such as the university library.

However, Komolafe, and Gbotosho, (2019) stated diverse indicators of library personnel's job performance such as meeting job requirements, job deadlines, punctuality at work, level of efficiency and so on. As relevant as all these indicators are, they do not tell the whole story and their impact on the achievement of organizations' overall objectives, which are often difficult to measure. For instance, employees may be punctual to work but once they get to work, they may not put in their best at work or employees may be focusing on trivial aspects of the job which may have little impact on the overall productivity and reporting them as high productivity thus giving a distorted view of performance. Also, Quadri, Obaseki and Bakare (2023) confirmed in their study that good leadership in the library is capable of enhancing effective job performance among library personnel.

Several times, librarians would have to go above and beyond to meet the need of information

users who are often asking unanticipated questions and demanding services that may not be in the standard job description of a librarian. The level of a librarian's job performance is measured by the quality of the tasks they accomplished within the set time. Job performance in the library involves all aspects that are affected or related to library personnel tasks directly or indirectly towards satisfying the needs of the library users. This viewpoint fits in perfectly with the submission of prominent theorists in management who have come up with models of evaluating employee job performance. One of the models posits that job performance is made up of distinct but related aspects which include, task performance, contextual performance, and adaptive performance. A review of these constructs of performance shows that they are perfect in any discussion or investigation of job performance among library personnel.

It must be noted the context of job performance is very important in any organisation. It is imperative to note that for employee to be effective in their job performed, certain measure such as motivation must be in place to motivate employee in their daily routines. The motivation of library personnel is in turn responsible to improve the quality of library services rendered. The below section review job motivation context.

2.2 Job motivation

The Latin word for 'movere' is the root of the term job motivation, Stanley (2017) defined job motivation as a decision and the level of effort a person puts in for the achievement of organizational objectives. It is understood that motivation is the commitment of the individual to achieve organizational results Teresia, Damary, and Judith (2016). Porter, Riesenmy, and Fields (2016) referred to job motivation as a substance that controls the passion and effort put in for the attainment of the organisation's objectives. Therefore, from various definitions, it is clear that the main concern when discussing motivation is to stimulate, guide, and maintain human behaviour. Also, job motivation can be seen as features of an employee contributing to the level of commitment towards a goal and this comprises multiple actions which trigger, direct and perpetuate an individual in a particular way. Furthermore, job motivation is the element that affects an organization's productivity level of job performance. Job motivation is the process or drives to act in other to attain unsatisfied needs, it is the forces that control the directions and patterns of the workforce towards the level of commitment to achieving an organization's set goals.

Al-Madi, Assal, Shrafat, and Zeglat (2017) identified various job motivational factors these includes monetary and non-monetary factors. The monetary factors are salaries, bonuses, and incentives, while non-monetary factors include: status, recognition, growth, working conditions, job security, proper promotion, and appropriate performance feedback among others. Failure in the aspect of libraries management in motivating the library personnel led to demotivation this includes lack of adequate training of the library personnel, poor working conditions, poor remunerations, unfair staff training policies, inadequate promotion prospects, poor funding of the libraries are some of the major causes of demotivation for librarians. Other demotivation factors are misuse of equipment, excessive wastage of resources, low output and productivity are some of the indicators of demotivation, Insubordination and a high degree of non-cooperation are always absent from work.

Anyim (2020) assessed the impact of job motivation on the job performance of para-professional library personnel. The data was collected using the survey method. Fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training were some of the main strategies used to motivate paraprofessional library personnel. Satisfaction is the final result of job motivation. The implication of this is that a highly motivated employee is said to contribute more to achieve organisational goals and in turn is satisfied with his or her achievements/rewards from doing so; hence job motivation is highly related among library personnel. Although, hostile work environment is seen as a demotivation factor in the workplace.

Okewumi and Madukoma (2021) conducted research on job motivation and job performance as an improvement on effectiveness of library personnel. Interviews and questionnaires were used to collect data. The study revealed that financial method is the most popular way of job motivation. Reward systems that include job enrichment, promotions, awards, and monetary, and non-monetary compensation were considered. It implies that the most important factor in motivating library personnel is motivation. Al-Madi, Assal, Shrafat, and Zeglat (2017) reported on the productivity of librarians as is affected by job motivation. A quantitative research approach was adopted, while the population consisted of library professionals working in central libraries of different degree-awarding institutions and universities of Punjab and Islamabad. Data gathered were analyzed through descriptive and inferential statistics. The results shows that librarians are good motivators and that positive relationship between job motivation and job productivity was established in the study. The results further revealed that all of the respondents have the same perception on the effectiveness of work motivation.

Rewarding and recognising employees can be accomplished through financial or social incentives. People that excel in their jobs should be rewarded with a raise or a bonus to recognize their achievements. Such an employee can also be publicly recognised for their outstanding performance, which will serve to drive other library personnel to perform even better. A decent income combined with fringe benefits is essential for motivating library personnel and reducing or eliminating the likelihood of intending to leave their jobs. When all of these elements are in place, the proper tools or equipment must be made available to library personnel for them to be able to perform their jobs efficiently.

2.3 Theoretical framework Fredrick Herzberg Hygiene Theory

Frederick Herzberg's Hygiene Theory was developed in 1959. Also known as the Two Factor Theory of Job Motivation. The model measures job motivation by two main constructs; hygiene and motivators both are the factors in the workplace that cause job motivation or dissatisfaction respectively (Bawa, 2017). The hygiene factors include salary, supervision, management policies, working conditions, interpersonal relations, and job security. The motivators include growth opportunities, responsibility, recognition, advancement, and achievement. According to the theory, the factor that causes job satisfaction is termed 'motivators' while the factors that lead to dissatisfaction are also identified and referred to as 'hygiene factors. Both factors drive the desire of library personnel to continue working for a particular library with the assurance of growth and development. The Hygiene factors that can affect job motivation among librarians and library personnels include company

policy, physical workplace (workplace environment), salary, fringe benefits, job security, status, working conditions, and supervision, among others, this makes the job environment friendly and the library personnel comfortable in his job.

The theory states that the motivators and hygiene factors are not the same. Even if hygiene factors are provided, they do not necessarily lead to job motivation. Motivators must be present to promote job motivation. The theory states that for library personnel to be truly satisfied and perform above minimum standards, motivators had to be built into their job. The hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Recognition and achievement make library personnel more productive. Hygiene factors are needed to maintain effective library services while motivators are needed to stimulate innovative library services. The main implication of this theory is that library personnel have to be satisfied and perform beyond minimum standards to keep their jobs. Herzberg's theory has led to the modern interest in the design of jobs and to what is called job enrichment where the task is enriched with motivators such as responsibility, challenges, and recognition (Ogiamien & Izuagbe, 2016).

Conversely, in the context of university libraries, library personnel may not be motivated by their pay but they may derive satisfaction from being able to meet the information needs of their users, guiding a new student in the use of the library or electronic resources, or finding information resources that users have lost any hope of finding. Library personnel's job motivation can also come from being recognised by their superiors, institution, and even colleagues for a job well done. Furthermore, as it has been pointed out in other studies, the work environment in which library personnel operates can also serve as a motivator or demotivator depending on how conducive and healthy the environment is. Figure 1 below displayed the theory underpinned the present study.



Figure 1. Herzberg's motivation theory

3. Methodology

The research design adopted for this study was the descriptive survey research design. The study allowed the researcher to focus on the real subject of the research variables (Job Motivation and Job Performance of Library Personnel in University Libraries in Oyo State, Nigeria) from whom the data were obtained and without manipulation of data. The variables were established based on the study topic vis-a-viz the dependent and independent variables. The focus population for this study comprised all Librarians, Library officers and Library assistants in both public and private Universities, Oyo State. As obtained from National university commission website, there are Ten (10) universities in Oyo State and one was established by Federal Government, two by State Government while seven by Private individuals and organisations. The total number of library personnel under study was expected to be one hundred and sixty-four (164).

A census sampling technique was used for this study due to manageable number of population and therefore, the entire 164 library personnel from the 10 universities in Oyo States were used as study sample. The questionnaire was the major instrument used for data collection. The questionnaire contains questions and statements to job performance of library personnel. It contains 16 statements measured on a Four-Point Likert Scale of 4- Very High Extent; 3-High Extent, 2-Low Extent and 1- Very Low Extent. The statements to measure the level of job motivation contains promotion, compensation, conducive work environment of library personnel among universities in Oyo State, Nigeria. The research questions data collected were analyzed using descriptive and inferential statistics while Pearson Product Moment Correlation Coefficient (PPMCC) was used to find the relationship between the two variables (job motivation and job performance) hypothesized.

4. Results and discussion of findings

The results were presented according to the research questions. The level of job performance of the library personnel was presented first with regards task, contextual and adaptive performance. While table 2 focuses on motivating factors to enhance job performance, the hygiene factor and motivator were mainly focused on.

- **Research question one:** What is the level of job performance of library personnel among universities in Oyo State, Nigeria? The Likert used are Very High Level (VHL), High Level (HL), Low Level (LL) and Very Low Level (VLL).

As shown in table 1, the grand mean ($\bar{x}=2.85$) is higher than the criterion mean ($\bar{x}=2.50$). This means that the level of job performance of library personnel among universities in Oyo State is high. The average mean obtained for task performance ($\bar{x}=2.80$), contextual performance ($\bar{x}=2.79$), adaptive performance ($\bar{x}=2.97$) are all above the criterion mean of 2.50. Also, the mean obtained by all the items in task performance, contextual performance and adaptive performance is above the criterion mean. This is an indication that the level of job performance among library personnel is high as this is expected to enhance productivity of job in the library. More so, there is also an indication that relationship exist between the task performance, contextual performance and adaptive performance. It is expected that if the work environment is conducive for personnel, they tend

to perform better in their job which in turn improve productivity.



Table 1. Level of job performance of library personnel among universities in Oyo State, Nigeria

| Level of Job Performance | VHL | | HL | | LL | | VLL | | Mean SD | | |
|--|-----|------|----|------|----|------|-----|------|---------------|-------|--|
| | No | % | No | % | No | % | No | % | (\bar{x}) | | |
| Task Performance | | | | | | | | | | | |
| I managed to plan my work so that it was done on time. | 54 | 43.9 | 33 | 26.8 | 13 | 10.6 | 23 | 18.7 | 2.96 | 1.141 | |
| I know how to set the right priorities | 33 | 26.8 | 58 | 47.2 | 23 | 18.7 | 9 | 7.3 | 2.93 | .866 | |
| I am always mindful of the main objectives of my library. | 39 | 31.7 | 45 | 36.6 | 22 | 17.9 | 17 | 13.8 | 2.86 | 1.019 | |
| I have good planning habit. | 28 | 22.8 | 58 | 47.2 | 22 | 17.9 | 15 | 12.2 | 2.80 | .929 | |
| I am usually able to perform my tasks with minimal time and effort. | 38 | 30.9 | 33 | 26.8 | 33 | 26.8 | 19 | 15.4 | 2.73 | 1.064 | |
| I am able to separate main issues from side issues at work. | 39 | 31.7 | 38 | 30.9 | 11 | 8.9 | 35 | 28.5 | 2.66 | 1.200 | |
| Average Mean | | | | | | | | | 2.80 | | |
| Contextual Performance | | | | | | | | | | | |
| I came up with creative solutions to new problems. | 60 | 48.8 | 31 | 25.2 | 22 | 17.9 | 10 | 8.1 | 3.15 | .989 | |
| I always worked at keeping my job skills up-to-date. | 54 | 43.9 | 33 | 26.8 | 16 | 13 | 20 | 16.3 | 2.98 | 1.109 | |
| I actively participated in work meetings. | 61 | 49.6 | 24 | 19.5 | 11 | 8.9 | 27 | 22 | 2.97 | 1.214 | |
| I always worked at keeping my job knowledge up-to-date. | 44 | 35.8 | 22 | 17.9 | 45 | 36.6 | 12 | 9.8 | 2.80 | 1.040 | |
| I did more than was expected of me. | 34 | 27.6 | 40 | 32.5 | 27 | 22 | 22 | 17.9 | 2.70 | 1.063 | |
| Average Mean | | | | | | | | | 2.79 | | |
| Adaptive Performance | | | | | | | | | | | |
| I use a variety of sources/types of information to come up with an innovative solution | 77 | 62.6 | 25 | 20.3 | 9 | 7.3 | 12 | 9.8 | 3.36 | .985 | |
| I willingly adapt my behavior whenever I need to in order to work well with others | 65 | 52.8 | 24 | 19.5 | 23 | 18.7 | 11 | 8.9 | 3.16 | 1.027 | |
| Having to take on additional work unexpectedly makes me very anxious | 64 | 52 | 23 | 18.7 | 13 | 10.6 | 23 | 18.7 | 3.04 | 1.176 | |
| I adjust my work practices if someone points out a better solution | 46 | 37.4 | 42 | 34.1 | 26 | 21.1 | 9 | 7.3 | 3.02 | .941 | |
| I am on the lookout for the latest innovations in my job to improve the way I work | 41 | 33.3 | 50 | 40.7 | 23 | 18.7 | 9 | 7.3 | 3.00 | .905 | |
| Within my department, people rely on me to suggest new solutions | 36 | 29.3 | 52 | 42.3 | 14 | 11.4 | 21 | 17.1 | 2.84 | 1.035 | |
| I strive to adapt, however difficult, to the working conditions I am in | 31 | 25.2 | 55 | 44.7 | 22 | 17.9 | 15 | 12.2 | 2.83 | .947 | |
| I feel at ease even if my tasks change and occur at a very fast pace | 32 | 26 | 23 | 18.7 | 46 | 37.4 | 22 | 17.9 | 2.53 | 1.066 | |
| Average Mean | | | | | | | | | 2.97 | | |
| Grand Mean | | | | | | | | | 2.85 | | |
| Criterion Mean | | | | | | | | | 2.50 | | |

- **Research question two:** What is the level of job motivation (promotion, compensation, conducive work environment) of library personnel among universities in Oyo State, Nigeria? The Likert used are Very High Level (VHL), High Level (HL), Low Level (LL) and Very Low Level (VLL).

Table 2 shows that the grand mean ($\bar{x}=2.77$) is higher than the criterion mean ($\bar{x}=2.50$). This means that the level of job motivation (promotion, compensation, conducive work environment) among library personnel in the sampled universities in Oyo State, Nigeria is high. The average mean for both the hygiene factor ($\bar{x}=2.76$) and motivator ($\bar{x}=2.79$) are above the criterion mean of ($\bar{x}=2.50$). However, some items in hygiene like my salary is adequate with my job in this library ($\bar{x}=2.46$), I receive the information I need to do my job effectively ($\bar{x}=2.41$), and my salary is enough to take care of my needs ($\bar{x}=2.37$) and motivator such as I have great opportunity provided for career advancement ($\bar{x}=2.47$) are below the criterion mean. This implies that the impact of promotion, compensation, conducive work environment and so on cannot be jettison. This is an indication appropriate salary that will cater for library personnel need must be paid, this will equally enhance job performance.

Table 2. Level of job motivation (promotion, compensation, conducive work environment) of library personnel among universities in Oyo State, Nigeria

| Level of Job Motivation | VHL | | HL | | LL | | VLL | | Mean (\bar{x}) | SD |
|--|-----|--------|----|------|----|------|-----|------|-----------------------|-------|
| | No | % | No | % | No | % | No | % | | |
| Hygiene Factor | | | | | | | | | | |
| Library personnel are involved in making decisions | 54 | 43.9 | 46 | 37.4 | 14 | 11.4 | 9 | 7.3 | 3.18 | .906 |
| I am satisfied with the leadership style in my library | 51 | 41.5 | 37 | 30.1 | 23 | 18.7 | 12 | 9.8 | 3.03 | .999 |
| My salary is okay compared to that of people with similar training | 52 | 42.3 | 33 | 26.8 | 21 | 17.1 | 17 | 13.8 | 2.98 | 1.075 |
| The library policies meet the needs of library personnel | 32 | 26 | 61 | 49.6 | 25 | 20.3 | 5 | 4.1 | 2.98 | .794 |
| I have trust in my supervisors for their encouragement | 34 | 27.6 | 53 | 43.1 | 28 | 22.8 | 8 | 6.5 | 2.92 | .874 |
| My work environment is very conducive with basic facilities | 44 | 35.8 | 37 | 30.1 | 29 | 23.6 | 13 | 10.6 | 2.91 | 1.008 |
| My job description is clear to me | 51 | 41.5 | 23 | 18.7 | 22 | 17.9 | 27 | 22 | 2.80 | 1.201 |
| I am satisfied with my job duty | 46 | 37.4 | 22 | 17.9 | | | | | 2.75 | 1.142 |
| I am well equipped with resources that make my work effective | 39 | 31.7 | 33 | 26.8 | 27 | 22 | 24 | 19.5 | 2.71 | 1.114 |
| I have adequate of support from top management for my work | 43 | 35 | 33 | 26.8 | 15 | 12.2 | 32 | 26 | 2.71 | 1.199 |
| The library policies are followed without deviation | 21 | 17.1 | 55 | 44.7 | 37 | 30.1 | 10 | 8.1 | 2.71 | .847 |
| My supervisor is fair and supportive | 31 | 25.2 | 25 | 20.3 | 60 | 48.8 | 7 | 5.7 | 2.65 | .923 |
| My salary is being paid as at when due | 17 | 14=3.8 | 67 | 54.5 | 9 | 7.3 | 30 | 24.4 | 2.58 | 1.008 |

| Level of Job Motivation | VHL | | HL | | LL | | VLL | | Mean (\bar{x}) | SD |
|---|-----|------|----|------|----|------|-----|------|-----------------------|-------|
| | No | % | No | % | No | % | No | % | | |
| My salary is adequate with my job in this library | 31 | 25.2 | 26 | 21.1 | 35 | 28.5 | 31 | 25.2 | 2.46 | 1.126 |
| I receive the information I need to do my job effectively | 17 | 13.8 | 34 | 27.6 | 55 | 44.7 | 17 | 13.8 | 2.41 | .896 |
| My salary is enough to take care of my needs | 21 | 17.1 | 32 | 26 | 42 | 34.1 | 28 | 22.8 | 2.37 | 1.019 |
| Average Mean | | | | | | | | | 2.76 | |

Motivator

| | | | | | | | | | | |
|--|----|------|----|------|----|-------|----|------|-------------|-------|
| I have just the right amount of responsibility for my capacity | 54 | 43.9 | 32 | 26 | 20 | 16.3 | 17 | 13.8 | 3.00 | 1.079 |
| I am satisfied with opportunities provided for promotion | 45 | 38.6 | 36 | 29.3 | 25 | 20.3 | 17 | 13.8 | 2.89 | 1.057 |
| My library management always show interest | 45 | 38.6 | 36 | 29.3 | 25 | 20.3 | 17 | 13.8 | 2.89 | 1.057 |
| My library appreciates my creativity at work | 51 | 41.5 | 35 | 28.5 | 18 | 14.6 | 19 | 15.4 | 2.88 | 1.08 |
| Personnel in my library are promoted in due time | 50 | 40.7 | 32 | 26 | 16 | 13 | 25 | 20.3 | 2.87 | 1.159 |
| I have far more responsibilities than my colleagues | 41 | 33.3 | 43 | 35 | 20 | 16.3 | 19 | 15.4 | 2.86 | 1.051 |
| I am given the autonomy to get my job done effectively | 42 | 34.1 | 40 | 32.5 | 18 | 14.6 | 23 | 18.7 | 2.82 | 1.102 |
| I am not given extra responsibility than my normal job description | 33 | 26.8 | 45 | 36.6 | 35 | 28.55 | 10 | 8.1 | 2.82 | .924 |
| I am satisfied with the criteria for promotion in my library | 40 | 32.5 | 31 | 25.2 | 37 | 30.1 | 15 | 12.2 | 2.78 | 1.037 |
| My library permits and support me to attend conference/seminar | 32 | 26 | 46 | 37.4 | 21 | 17.1 | 24 | 19.5 | 2.70 | 1.063 |
| My library does recognize my contribution to its success | 41 | 33.3 | 21 | 17.1 | 40 | 32.5 | 21 | 17.1 | 2.67 | 1.114 |
| My library gives recognition for group achievement | 28 | 22.8 | 43 | 35 | 33 | 26.8 | 19 | 15.4 | 2.65 | 1.000 |
| I have great opportunity provided for career advancement | 31 | 25.2 | 35 | 28.5 | 18 | 14.6 | 39 | 31.7 | 2.47 | 1.183 |
| Average Mean | | | | | | | | | 2.79 | |
| Grand Mean | | | | | | | | | 2.77 | |
| Criterion Mean | | | | | | | | | 2.50 | |

4.1 Testing of the hypotheses

Hypothesis 1: There is no significant relationship between motivation (promotion, compensation, conducive work environment) and job performance of library personnel among universities in Oyo State, Nigeria.

From table 3 above, Pearson Product Moment Correlation Coefficient $r = 0.114$. Since the significant

value (Sig. 2-tailed) is 0.029 (which is less than 0.05), it can therefore be concluded that significant relationship exists between motivation variable and job performance variable of library personnel among universities in Oyo State, Nigeria. The null hypothesis is therefore rejected while the alternative hypothesis is accepted. This implies that an increase in the level of motivation will lead to corresponding increase in the level of job performance among the library personnel in the universities.

Table 3. Relationship between motivation (promotion, compensation, conducive work environment) and job performance of library personnel among universities in Oyo State, Nigeria

| Variables | | Job performance | Job performance |
|-----------------|---------------------|-----------------|-----------------|
| Motivation | Pearson Correlation | 1 | .114 |
| | Sig. (2-tailed) | | .029 |
| | N | 123 | 123 |
| Job performance | Pearson Correlation | .114 | 1 |
| | Sig. (2-tailed) | .029 | |
| | N | 123 | 123 |

5. Discussion of the findings

The first research question found from the data obtained for this research that the level of job performance of library personnel among universities in Oyo State is high. This is in agreement with study by Ogiamien and Izuagbe (2016) who reported that there was high level of job performance among the librarians in South-South Nigeria. Furthermore, the above findings were corroborated by Anyim (2020) who affirmed that the level of job performance of the librarians in Polytechnic libraries in India is high, this was attributed to the cordial relationship that exists between the library management and the librarians. Also & Fattah (2017) submitted that the level of job performance is usually high when the staffs are well-motivated. This implies that both financial motivation such as salary, regular promotion and other fringe benefits and non-financial motivation such as good working environment, recognition among others are important factors in determining the job performance of librarians.

The second research question from the data obtained for this research discovered that the level of job motivation (promotion, compensation, conducive work environment) among library personnel in the sampled universities in Oyo State, Nigeria is high. This was in agreement with that by Yaya (2018) reported that for effective job performance among library personnel in Nigerian public university libraries, motivation is necessary. In contrary however, Babalola and Nwalo (2018) indicated that majority of the librarians at Colleges of Education in Nigeria are not productive owing to poor motivation that they received from the library management.

The hypothesis confirmed that significant relationship exists between motivation and job performance of library personnel among universities in Oyo State, Nigeria. This was in consonant with study by Agada, Ogbole, and Tofi (2020) who indicated that promotion and regular salary payment have

significant influence on job performance of library personnel in university libraries in Nasarawa State. Also, the result was in tandem with that by Babalola and Nwalo (2018) who confirmed that job motivation influenced the productivity of librarians to a significant extent level. In contrast, Ubagu, Achia, and Gbuushi (2020) revealed in their study that timely promotion and good work environment have significant difference on job performance of library personnel in Benue State universities.

6. Conclusion

The need to ensure effective job performance by library personnel is becoming increasingly crucial in the contemporary era as the information needs of library users have to be met at every point in time. Since libraries are service oriented organisations, the onus is on library personnel to put in their best to actualise the objective of the libraries which is to ensure effective delivery of services that will satisfy the needs of their patrons. Meanwhile, job performance of library personnel hinges on job motivation adopted by the libraries. This study established that job motivation adopted by the library personnel among universities are significant factors in ensuring high level of job performance among library personnel. Availability of motivational ingredients which have human face is very necessary in an effort to ensure that the library personnel put all energy to their job, thereby enhancing their job performance.

7. Recommendation

The following recommendations were made based on the study findings:

- 1) University library management should ensure timely promotion of the library personnel so as to enhance job productivity.
- 2) The library management should formulate functional policy that will motivate library personnel to be satisfy with their work which in turn will improve job performance.
- 3) Conducive environment, good offices as well as working tools should be provided to library personnel in order to boost job productivity.
- 4) Training and re-training and other job motivators should be provided so as to motivate library personnel in charging and discharging of their assigned duties in the library.
- 5) Government should consider attractive remuneration that is commensurate to economy status For government staff in which library personnel is not an exception.

References

- Agada, O. E., Ogbale, I., & Tofi, T. S. (2020). Influence of promotion and prompt salary payment on job performance of library personnel in university libraries in Nasarawa State, Nigeria.
-

- Library Philosophy and Practice (e-journal)*. Paper 4742.
<https://digitalcommons.unl.edu/libphilprac/4742>
- Agbo, O. N., Odunlade, A., Opeyemi, R., & Ojo, J. O. (2021). Professional development as correlate of job performance of librarians in the State Polytechnics in North Central, Nigeria. *Library Philosophy and Practice (e-journal)*. Paper 6377.
<https://digitalcommons.unl.edu/libphilprac/6377>
- Akparobore, D., & Omoosejimi, A. F. (2020). Leadership qualities and style: a panacea for job productivity and effective service delivery among library staff in academic libraries in South, Nigeria. *Emerald: Library Management*, 41, 677-687.
- Ali, R., & Ahmed, M. S. (2016). The impact of reward and recognition programs on employees' motivation and satisfaction: an empirical study. *International Review of Business Research Papers*, 5(4), 270-279.
- Al-Madi, F. N., Assal, H., Shrafat, F., & Zeglat, D. (2017). The impact of employee motivation on organizational commitment. *European Journal of Business and Management*, 9(15), 134-145.
- Anyim, W. O. (2020). Performance management approaches for effective service delivery in federal university libraries in South East, Nigeria. *Library Philosophy and Practice (e-journal)*. Paper 4169. <https://digitalcommons.unl.edu/libphilprac/4169>
- Babalola, G. A., & Nwalo, K. I. N. (2018). Influence of job motivation on the productivity of librarians in Colleges of Education in Nigeria. *Information and Knowledge Management*, 3(5), 2018, 70-75.
- Bawa, M. A. (2017). Employee motivation and productivity: a review of literature and implications for management practice. *International Journal of Economics, Commerce and Management*, 5(12), 662-673.
- Christopher, O. (2020). The impact of leadership styles on administrative effectiveness of librarians in federal universities in South-South Nigeria. *IOSR Journal of Research & Method in Education (IOSR-JRME)*, 11(3), 08-19.
- Fattah, A. H. (2017). The effect of organizational culture, leader behavior, self-efficacy, and job satisfaction on job performance of the employees. *Journal of Applied Management and Business*, 3(2), 102-110.
- Ifijeh, G., & Yusuf, F. (2020). Covid-19 pandemic and the future of Nigeria's university system: The quest for libraries' relevance. *The Journal of Academic Librarianship*, 46(6), 102-226.
- Ikonne, C. N., & Fajonyomi, O. J. (2019). Motivational factors and job performance of librarians in federal university libraries in North-East Nigeria. *Library Philosophy and Practice (e-journal)*. Paper 2667. <https://digitalcommons.unl.edu/libphilprac/2667>
- Kalu, C. D., & Okpokwasili, N. P. (2018). Impact of democratic leadership style on job performance of subordinates in academic libraries in Port Harcourt, Rivers State, Nigeria. *International Journal of Research - Granthaalayah*, 6(10), 232-239.
- Komolafe, R. S., & Gbotosho, A. S. (2019). Staff motivation as correlates of job performance of library staff in Osun State University, Osogbo, Nigeria. *Journal of Human Resource and Leadership*, 4(3), 17-29.
- Koopmans, L., Bernaards, C., Hildebrandt, V., & De Vet, H. C. (2013). Development of an individual
-

- work performance questionnaire. *International Journal of Productivity and Performance Management*, 62(1), 6-28.
- Ogiamien, L. O., & Izuagbe, R. (2016). Impact of organisational and psychological factors on the job performance of personnel in private university libraries in South-South Nigeria. *Open Access Library Journal*, 3(3), 1-14.
- Oyedokun, T. T., Oyewumi, F. A., Akanbi, M. L., & Laaro, D. M. (2018). Assessment of ICT competencies of library staff in selected universities in Kwara State, Nigeria. *Library Philosophy and Practice (e-journal)*. Paper 797. <https://digitalcommons.unl.edu/libphilprac/1797>
- Porter, T. H., Riesenmy, K. D., & Fields, D. (2016). Work environment and employee motivation to lead: moderating effects of personal characteristics. *American Journal of Business*, 31(2), 66-84.
- Quadri, G.O., Obaseki, G. M. & Bakare, O.D. (2023). Leadership styles and job performance of library personnel in Oyo State University Libraries. *MiddleBelt Journal of Library and Information Science*, 21: 11-27.
- Rolfo, L., Eklund, J., & Jahncke, H. (2018). Perceptions of performance and satisfaction after relocation to an activity-based office. *Journal of Environmental Psychology*, 35, 167-174.
- Shehu, A., & Kasa, M. G. (2019). Repositioning librarian registration council of Nigeria (LRCN) for integration and registration of para-professionals. *Covenant Journal of Library & Information Science (CJLIS)*, 2(1), 2682-5295.
- Stanley, N. A. (2017). *Effect of employee motivation on organizational productivity: a study of May & Baker Plc., Ota, Ogun State, Nigeria*. Master's dissertation, Department of Business Management, College of Development Studies, Covenant University, OTA.
- Suryawana, I. N., Masmanb, R. R., & Bernarto, I. (2018). The effect of motivation and leadership styles of lecturer professions on organizational commitment. *Journal Management*, 22(2), 223-234.
- Teresia, K. L., Damary, S., & Judith, B. A. (2016). The relationship between laissez-faire leadership style and SMEs growth in the Top 100 SMEs in Kenya. *International Journal of Innovative Research & Development*, 5(7), 240-245.
- Ubagu, M. M., Achia, U. S., & Gbuushi, J. A. (2020). Perceived effect of motivational strategies of promotion and work environment on the job performance of library personnel of universities in Benue State, Nigeria. *Journal of Library Services and Technologies*, 2(1), 79-89.
- Ukangwa, C. C., Onuoha, U. D., & Otuza, E. C. (2020). Leadership Style and Job Satisfaction of Librarians in Private Universities in South-East and Southwest, Nigeria. *Journal of applied Information Science and Technology*, 13(2), 350-359.
- Yaya, J. A. (2018). The essentiality of motivation on librarians' productivity in Nigerian public universities. *Asian Journal of Contemporary Education*, 2(1), 19-35.

[About the authors]

Oluwabunmi Dorcas Bakare-Fatungase has BLIS (Library & Information Studies), M.Info.Sci. (Information Science) University of Ibadan and Ph.D. (Information Studies) University of

KwaZulu-Natal. Bakare-Fatungase is a Senior Lecturer in the Department of Information Management Lead City University Ibadan. She has over 50 publications both local and international journals.

Grace Morenike Obaseki is a Lecturer 11 at Joseph Ayo Babalola University, Ikeji Arakeji Osun State. She possessed DLIS, BLIS, MLIS in Library and Information Science from Ahmadu Bello University, Zaria, University of Ibadan, Ibadan and Lead City University, Ibadan, Oyo State Nigeria respectively. She has published both locally and internationally. She teaches courses in collections development, information literacy, digital references and History of Library.

Ganiyu Oluwaseyi Quadri is a Principal Librarian at Kenneth Dike Library, University of Ibadan, Ibadan, Nigeria. He possessed Bachelor Degree in Education (B.Ed.), Master in Library and Information Studies (MLIS) both from university of Ibadan and Ph.D. in Information Studies from University of KwaZulu-Natal, South Africa. Quadri has over 28 publications both locally and internationally including book chapters. He is also a member of several learned bodies such Nigeria Library Association (NLA), Council for the Development of Social Science Research in Africa (CODESRIA), African Studies Research Forum (ASRF), Nigerian Institute of Management (NIM) and so on. He also teaches knowledge management, information sources in library and information science, contemporary issues in librarianship, information literacy and so on at the Department of Library, Archival and Information Studies, University of Ibadan and Westmidland Open University, Lagos, Nigeria.
