

December 2018

The Effect of Motivation and Job Performance on Library Personnel Effectiveness in Universities Libraries in Nigeria

Toyin Dina
toyindinang@gmail.com

Grace Olubunmi Olowosoke
graceshoke@gmail.com

Follow this and additional works at: <http://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

Dina, Toyin and Olowosoke, Grace Olubunmi, "The Effect of Motivation and Job Performance on Library Personnel Effectiveness in Universities Libraries in Nigeria" (2018). *Library Philosophy and Practice (e-journal)*. 2042.
<http://digitalcommons.unl.edu/libphilprac/2042>

THE EFFECT OF MOTIVATION AND JOB PERFORMANCE ON LIBRARY PERSONNEL EFFECTIVENESS IN UNIVERSITY LIBRARIES IN NIGERIA

By

TOYIN DINA B.A Hons, MLS, CLN

Chairman/Chief Executive Officer

Tee Dynamo

Lagos, Nigeria

toyindinang@gmail.com toyindinang@yahoo.com

and

Grace Olubunmi Olowosoke BLIS, MIRM

Librarian

Ikoyi Club Library

Lagos, Nigeria

graceshoke@gmail.com

ABSTRACT

This study is an enquiry into the potency of Motivation and job performance as a tool to enhance library personnel effectiveness in discharge of their duties. The method used for data collection was fact finding interviews and questionnaires. Two (2) Hypotheses were used for this research and most interestingly they were all proved to be true. Findings show that the problem of inefficiency would be encountered if staff are not motivated and that the most popular means of motivation is the financial method. Reward systems that include job enlargement, job enrichment, promotions, awards, monetary, and non-monetary compensation were considered. It was discovered that motivation is of prime importance in motivating library personnel; university librarians should continually motivate them, for effective job performance in University libraries.

Key words: Motivation, job performance, library personnel

Introduction

Motivation is a process that elicits, controls, and sustains certain behaviors. Motivation is a phenomenon which affects the nature of an individual's behavior, the strength of the behavior, and the persistence of the behavior (Rani and Lenka) 2012. Motivation is internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal (Onyeukwu and Ekere) 2018.

In university libraries, university librarians are faced with the problem of how to motivate library personnel. Kolawole, Abolaji and Olagoke (2015) defined motivation as an incentive given by the employer to employees to enable them perform their jobs creditably, while Strough, Bruine de Bruin and Peters (2015) referred to motivation as the willingness to engage with a decision, including considering the presented information, deliberating about the options, and selecting the option that is most likely to lead to preferred outcomes.

The concept of the effect of motivation in the university libraries is of prime importance. This is simply because achieving socio-economic development and making impact in the learning ability of the students within the country cannot be overlooked (Ugah, 2008).

The type and quality of motivation given to library personnel, affect their job performance positively or negatively (Idiegbeyan-Ose and Idahosa, 2011). The greatest asset of any university library whether federal government, state government or private owned is the human capital .This is so because the functionality of other aspect of the resources, finance and material, depends on the human capital (**Szalma**,2014).

Effective library personnel motivation has long been one of university's librarian most difficult and important duty (Iwu, 2011) . Success in this endeavor is becoming more challenging in the light of pressure to increase productivity and effective service delivery (Salaam Alawiye and Okunlaya, 2013).

University libraries can easily achieve its objectives when the library personnel are effectively motivated. When motivation is not done in a library, it might be difficult to achieve the stated objectives of the university (Odeku and Odeku, 2014).

No University library can be higher in quality than the level of motivation and job performance of the personnel within the system (Tella and Popoola.2007). In terms of job context, job content and reward system for library personnel, there is a kind of systematic motivation inadequacy within the Nigerian university library system (Obajemu Dekpen, .and Ojo 2012). Reward systems in terms of salaries and emoluments appear unsatisfactory. Improvements in recent years are not deep enough to record satisfactory improvement in library personnel morale (Odunlade, 2012).

According to Safiullah, (2015) motivation is an index of inner feeling in a certain way to the need of the individual that jobs must be designed to further employee's performance and fulfillment. Fajana (2002) added that motivation is of two kinds namely, positive motivation and negative motivation.

- Positive Motivation is seen when people behave according to what is expected by the society.
- Negative Motivation is doing wrong things which are kicked against by the society.

In addition, there are motivating factors that will lead to library personnel' satisfaction and increased motivation. Examples are achievement, recognition, advancement and work it.

The success of any university library depends on the effectiveness of employee's job performance which to a large extent depends on the level of skill acquisition, experience and motivation among other factors.

STATEMENT OF THE PROBLEM

The most difficult problem faced by most university librarians is the impact of Motivation and job performance as a tool to enhance library personnel effectiveness in discharge of their duties (Gagne, 2014). Therefore, this research examined the concept of motivation as a tool for job satisfaction in library personnel for effectiveness on their jobs.

OBJECTIVE OF THE STUDY

1. To determine the effect of motivation on library personnel effectiveness in Universities Libraries in Nigeria.
2. To ascertain the available structures for staff motivation.
3. To find out the effect of job satisfaction on library personnel effectiveness in University Libraries in Nigeria.

SIGNIFICANCE OF THE STUDY

People will like to work effectively and efficiently if well-motivated. The private and public university libraries can use the research findings and recommendations made to improve in their style of management and effectively motivate library personnel towards better job performance and service delivery. The data collected and recommendations would serve as reference material to students and the academic community as a basis for further academic research. It will also serve as a guide to federal government, state government and private university libraries in the formulation of human capital policies.

SCOPE OF THE STUDY

The scope of study centered on motivational tools in university libraries in Nigeria, using University of Benin library, Benin, Ambrose Alli University Library, Ekpoma and Samuel Adegboyega University library, Ogbomoso.

RESEARCH QUESTIONS

- What are the effects of motivation on library personnel effectiveness university libraries in Nigeria?
- Do available structures have effect on staff motivation?
- What are the effects of job satisfaction on library personnel effectiveness?

HYPOTHESIS

The following are the hypothesis formulated for the purpose of this study.

H₀ – Motivation enhances library personnel effectiveness.

H₁ – Motivation does not enhance library personnel effectiveness

H₀ – Job satisfaction leads to improved library personnel job performance.

H₂ – Job satisfaction does not lead to library personnel job performance

LITERATURE REVIEW

THE CONCEPT OF MOTIVATION

Bamgbose and Ladipo (2017) asserted that motivation is a process by which the learner's internal energies are directed toward various goals or objects. He noted that motivation is an internal condition that activates behavior and gives it direction and energies and directs goal-oriented behavior. Similarly the various theories of motivation may be rooted in the basic need to minimize physical pain and maximize pleasure. Ola and Adeyemi, (2012) described motivation as the complex forces, incentives, needs, tensions and other mechanisms which energize, canalize and sustain human behavior to carry out a particular action. In effect, motivation refers to the degree of energy and commitment with which a person performs a job. Kolajo (2012) asserted that motivation is a process of goal-setting which establishes standard of performance that relate to self-efficacy and out-come expectations,

Motivation is divided into two parts; intrinsic motivation and extrinsic motivation. Ledford, Gerhart and Fang (2013) defined intrinsic motivation as that which arises from performing the task. An employee may feel motivated to perform the task because doing so gives that worker a feeling of accomplishment, mastery and self-fulfillment (Hassan and Romle, 2015).

Extrinsic motivation, on the other hand, comes from outside the individual, and results from the expectation of receiving external rewards such as salary, benefits, incentives, promotions and recognition in exchange for job performance. When personnel are intrinsically motivated, they do not need extensive extrinsic incentives because working in itself is rewarding declared Georgellis and Tabvuma (2011). Banuri and Keefer (2013) supporting the above assertion stated that personnel find the working environment enjoyable and task participation rewarding.

The positive effects of extrinsic rewards on intrinsic motivation, and by demonstrating that the rewards–creativity relationship varies across employees depending on their individual differences (Mallaiah and Yadapadithaya, 2009). Thus, they may decide to undertake a task for its own sake, for the satisfaction it provides of accomplishment or self-actualization. Ryan and Deci (2000) opined that extrinsic motivation refers to the offering of incentives for successful task performance. In fact, extrinsically motivated staff is those who are not really interested in the activity for its own sake, but care only about the rewards that the work will bring them (Lai, 2001). An extrinsically motivated staff may follow the working profession in order to obtain some reward such as increased salary, promotion or praise. Although extrinsic motivations can have immediate and powerful effects, they do not necessarily last long. Library personnel need to be intrinsically motivated to be professionally committed and motivated.

RELATIONSHIP BETWEEN MOTIVATION, JOB SATISFACTION AND PERSONNEL EFFECTIVENESS

The relationship between motivation, job satisfaction and effectiveness is very important in the library. Research has found that the single greatest predictor of longevity is work satisfaction (Kaiser, 2014). Work is one third to one half of a person's lifetime, and if frustrated the mental and physical effects are very costly (Nwosu, Ugwoegbu and Okeke, 2013).

Job characteristics includes skill variety, task identity and task significance leading to psychological conditions in which in turn leads to increased motivation, performance and job satisfaction (Lilin, 2018). It is important to determine how much of an effect does overall job satisfaction, motivation and productivity here on each other. It is also important to find out the relationship between job satisfaction and motivation because it can assist business in designing and shaping the work environment to maximize productivity and motivation (Lau, Peters and Ching-Yat Ng, 2015).

Sarna (2015) analyzed that human relations as the prime motivator, realized that physical surroundings affected output that personnel worked harder just because someone took an interest in what they were doing, when varying the work situation and other factors with a test group; she found that productivity increased with both the test and a control group. Finally she concluded that interpersonal relationships and informal work-group affect output; communication, group norms and values are directly related, worker participation, type of supervision, moral and satisfaction are all important.

Iyida (2015) declared that monetary incentive further improved personnel job performance but added no incremental satisfaction gain. The incorporation of production standards, performance feedback and monetary incentive affected job satisfaction and productivity differently and this had an effect on the personnel's satisfaction. (Malik, Butt and Choi, 2015). A more important area of concern for management arising out of the review include the psychological effects of job content, the matching of jobs to individual needs, the appropriateness of reward systems, and the use of performance appraisal and salary evaluation. All are seen as being pertinent to the quality of organizational functioning (Shuck, Zigarmi and Owens, 2015). It is therefore contended that a

holistic contingency approach which takes into account the needs of workers, the characteristics of their work environment and the requirements of the organization should be adopted.

Mayo (1932) undertook one of the first modern studies of work behavior as it relates to productivity. Mayo's experiment actually demonstrated the relationship between motivation, job satisfaction and productivity. The results became known as the Hawthorne Effect.

The significant point here is that human beings react to other human beings. Your personnel, be it two or two hundred, will react to you. The interest you take and the attention you pay to them will have more to do with their level of motivation than anything else. Level of motivation has more to do with personnel satisfaction and the level of effective job performance than anything else. Understanding your personnel, what makes them 'turn on' or 'turn off' to the work process is a key to your being able to get things done through them. In a nutshell, there is a strong relationship between motivation, job satisfaction and personnel effectiveness (Kolawole, Abolaji and Olagoke 2015).

WAGES AND SALARIES AS MOTIVATIONAL TOOLS

Igbaekemem (2015) noted that the main element justifying the use of wages and salaries to encourage personnel involvement in organizational task are as follows:

- They provide significant economic advantages for individuals and organizations particularly where the participation of personnel are required for the achievement of organizational goals.
- Depending on how wages and salaries are applied, a whole series of important objectives can be achieved; stimulating production through higher incentives, compensating for heavy work load on workers, ensuring workers receive their wage and salary as at when due an remunerating

personnel who have contributed immensely to the growth and development of the organization.

- Wages and salaries provide a policy tool for overcoming the major constraints to personnel's involvement in organizational plans and projects. Such constraints include lack of awareness of the employees' contribution to the company, lack of interest to work due to limited wages and salaries, lack of financial and technical capacity and shortcomings in service and marketing infrastructures.
- Wages and salaries are clearly worthwhile since they can stimulate staff involvement in organizational task at a lower economic cost.

Wages and salaries are only used as temporary policies bridging the gap between destitution and relative prosperity. Similarly, wages and salaries cannot be used as a yardstick for measuring the amount of effort contributed by personnel to organizational task because some personnel work more and yet are underpaid asserted Adams and Hicks (2000).

Gregerson (1998) opined that wages are payment received by an employee in exchange for labor. It may be in goods or services but is customarily in money. Similarly, in a broad sense it refers to what is received in any way for labor, but wages usually refer to payments to workers who are paid by the hour, in contrast to a salary, which implies a more fixed and permanent form of income. In economic theory (Flinta, 2003) enumerated that, wages reckoned in money are called nominal wages, as distinguished from real wages. Real wages depend on the price level, as well as on the nominal or money wages (Bochet, 2003) noted that for many people, the use of the term salary has

to do with the reception of any type of regular payments from an employer to an employee. While this is close to the mark, it is not quite true.

MOTIVATION AS A TOOL FOR ACHIEVING PERSONNEL EFFECTIVENESS

McGregor (1966) opined that the first group of workers can be classified under theory where the average man likes and enjoys work, not only exercises self-control and self-direction but also uses his imaginations ingenuity, and creativity in solving organization problems The second group of workers, Macgregor said, can be classified under 'X' theory where man does not like work, but works, because work provides for him means of livelihood and is forced to work well only when basic needs are threatened.

It is generally agreed that in order to increase efficiency and effectiveness, personnel's needs must be met. In order to succeed, the management need to identify those needs that can easily motivate its personnel before applying them. Dartey-Baahto and Amoako (2011) referred to Herzberg ; some items such as work itself, responsibility, growth, achievement, advancement, recognition are regarded as motivational factors while some others are classified as dissatisfies (hygiene factors). They include interpersonal relations, supervision, company policy, and salary and job security.

Another important way to motivate personnel is to mount an adequate training and retraining scheme. In this age of technological advancement, workers need to update themselves from time to time in order to acquaint themselves with the changes that are taking place, therefore, long and short-term training programmes are required for personnel if they are to be efficient and effective. The effectiveness of work can be attained when the needs of the personnel are met. 'Work' to some people has intrinsic value, but to others it is a derived means. If all people believed in intrinsic value of work then less effort would have to be devoted to motivation.

DATA PRESENTATION AND ANALYSIS

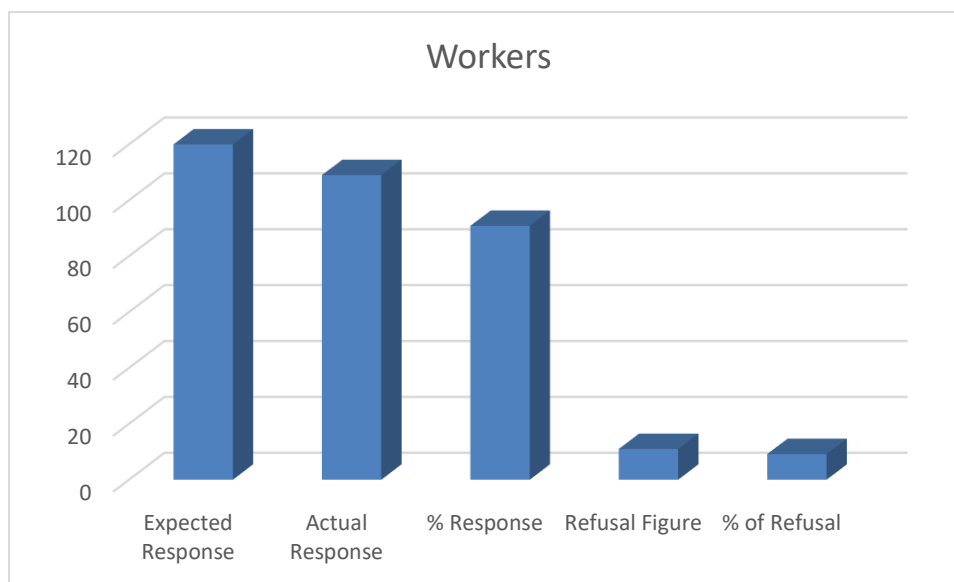
To analyze the data in relationship to the research questions all the responses on the items addressing the research questions were collated and presented in the frequency tables, after which simple percentage was used to analyze the data.

All the hypotheses postulated were tested at 0.05 levels of significance using the Chi-squared test.

Analysis of demographic data

Table 1: Response rate of respondents to the questionnaires

Respondents	Expected Response	Actual Response	% Response	Refusal Figure	% of Refusal
Workers	120	109	90.83	11	9.17

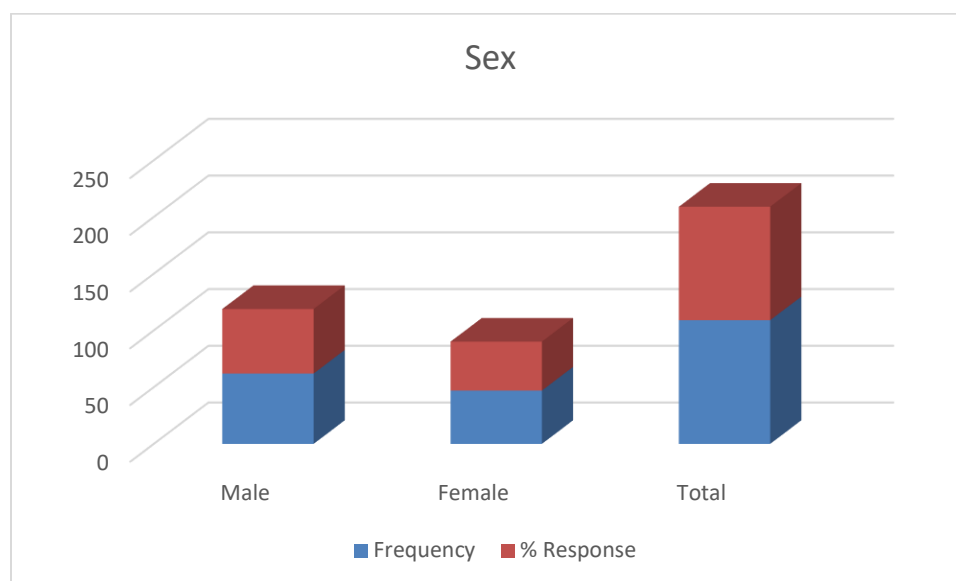


The number of questionnaires administered to the workers was 120 and after completion, 109 questionnaires were returned while 11 were not answered. This therefore implies that the return rate was 90.83 percent.

Table 2: Distribution of the Respondents by sex

Sex	Frequency	% Response
-----	-----------	------------

Male	62	56.88
Female	47	43.12
Total	109	100.00

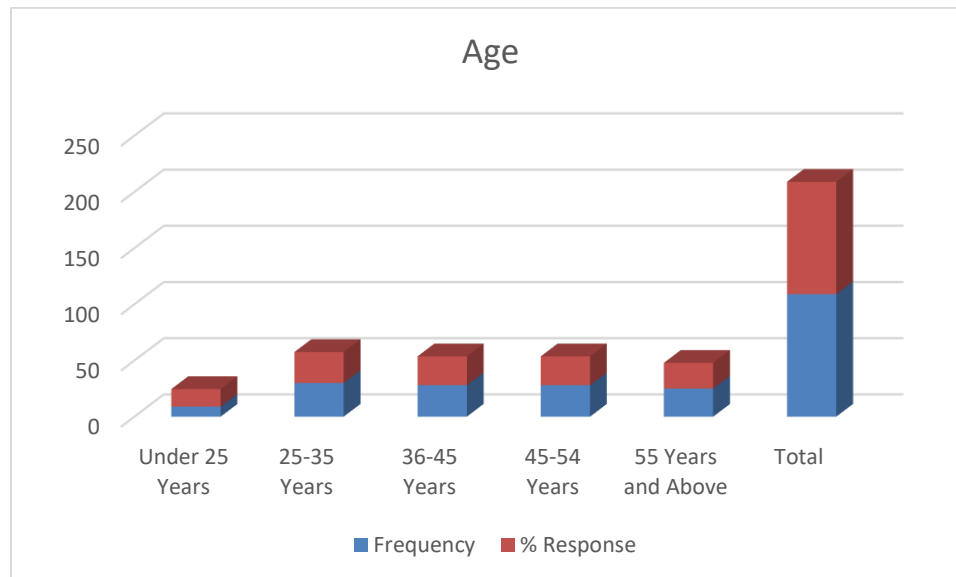


From the table 2 above, the distribution showed that out of the 109 responses received, a greater proportion i.e. 62 subjects or 56.88 percent respondents are male; while 47 subjects (or 43.12 percent) respondents are female respondents. This number did not in any way affect the degree of response on the variables raised in the research study as the judgment or choice of responses are not gender specific.

Table 3: Distribution of respondents by Age

Age	Frequency	% Response
Under 25 Years	9	15.59
25-35 Years	30	27.52
36-45 Years	28	25.70
45-54 Years	28	25.70

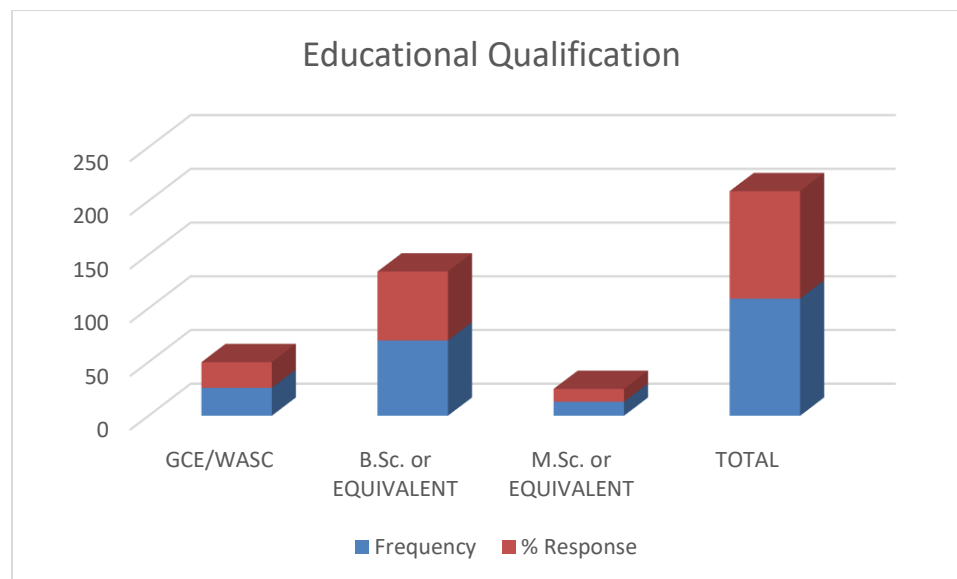
55 Years and Above	14	12.85
Total	109	100



From table 3 of the distribution of the respondents on age group, it was recorded that the highest number of responses were received from those within the age bracket of 36-45 years. The result showed that 30 subjects or 27.52 percent respondents are within this age. This is however, followed by those who are within 45-54 years of age. The result showed that 28 subjects or 25.70 percent respondents fell within this group. The least group is for those who are within the age bracket of less than 25 years; where 9 subjects or 8.26 percent are within this age group. It should also be noted that this distribution does not influence the expected responses or generalized belief of the respondents. However to a mere approximation all the groups can be said to be well represented according to the distribution above. Therefore inferring a good degree of spread towards the responses.

Table 4: Distribution of respondents by their educational qualifications

Educational Qualification	Frequency	% Response
GCE/WASC	26	23.85
B.Sc. or EQUIVALENT	70	64.22
M.Sc. or EQUIVALENT	13	11.93
TOTAL	109	100.00

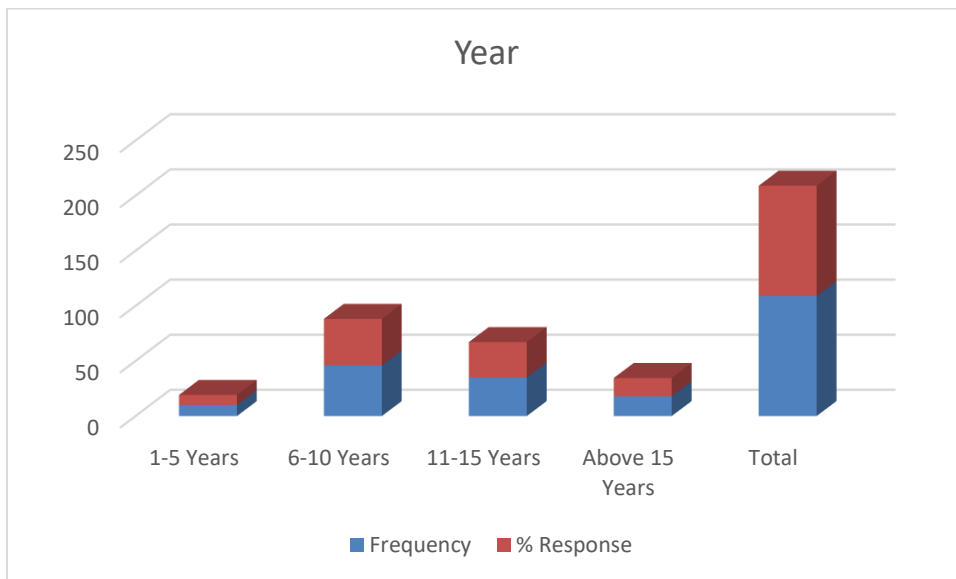


From the table 4 above, it is observed that out of the total of 109 subjects who responded to the questionnaire, 70 subjects or 64.22 percent respondents has first Degree qualification and this constitute the highest responses, while 26 subjects or 23.85 percent respondents has SSCE/GCE/WASC O/L qualification. However 13 subjects or 11.93 percent respondents have M.Sc. qualification.

Table 5: Distribution of Respondents by year of working experience

Year	Frequency	% Response
------	-----------	------------

1-5 Years	10	9.17
6-10 Years	46	42.20
11-15 Years	35	32.11
Above 15 Years	18	16.52
Total	109	100.00



From the study, it is observed that the distribution in table 5 shows that the highest response was received from workers that have 6-10 years' experience; this number represented 46 (42.2%) workers this was followed by 35 workers or 32.11 percent respondents who have 11-15 years of experience. However 18 workers or 16.52% respondents and 10 workers or 9.17 percent respondents respectively have above 15 years and 1-5 years of work experience. These results show that the information received from the respondents to a fair degree should be representative of the views of the respondents

TEST OF HYPOTHESIS

Chi-square method would be used to analyze the data collected from the survey. This analysis is based on the questions which contains four options: The options provided are

SA - Strongly Agree

A - Agree

D - Disagree

SD - Strongly Disagree

Note: In all the tables below, (SA) is combinations of the total sum of strongly agree and agree, (D) is the total sum of disagree and strongly disagree responses.

KEY

Chi-square test(χ^2)

$$\text{Formula } \chi^2 = \frac{(O-E)^2}{E}$$

Where O = Observed frequency

E = Expected.

Expected Frequency Calculation

$$\text{Formula: } E = \frac{FR \times FC}{N}$$

Where E = Expected frequency of the column:

FR = Total Row Frequency

FC = Column Frequency

N = Total Frequency

Degree of Frequency (DF)

$$DF = (R - 1) (C - 1)$$

Where R = the number of rows

C = the number of columns

Hypothesis 1 at $\alpha = 0.05$ significant

Hi: – Motivation enhances library personnel effectiveness.

Ho: – Motivation does not enhance library personnel effectiveness

Responses from items 1 to 13 in the questionnaire were used to process and analyze the hypothesis table.

S/No.	Questions	SA	SD	FR
1.	There is correlation between motivation and Library personnel effectiveness	89	20	109
2.	Motivation helps to boost Library personnel effectiveness	89	20	109
3.	Motivation brings out the best in Library personnel effectiveness	83	26	109
4.	Ineffectiveness of library personnel is due to lack of motivation	82	27	109
9.	Training is a way of enhancing library personnel effectiveness.	75	34	109
10.	Good working environment can motivate library personnel.	93	16	109
11.	Efficient Infrastructures can motivate library personnel	79	30	109
12.	Financial benefits has been used to improve library personnel effectiveness	99	10	109
13.	Cash rewards has helped to improve economic growth and development of university libraries	<u>68</u>	<u>41</u>	<u>109</u>
757			224	981

Calculating for expected frequency Formula: $\frac{FR \times FC}{N}$ of No. of Agree

$$= \frac{109 \times 757}{981}$$

$$= 84.11$$

No. of Disagree

$$= \frac{FR \times FC}{N}$$

$$= \frac{109 \times 224}{981}$$

$$= \frac{24416}{981}$$

$$= 24.89$$

Contingency Table

O	E	O-E	(O-E) ²	(O-E) ² /E
89	84.11	4.89	23.9121	0.2843
20	24.89	-4.89	23.9121	0.9607
89	84.11	4.89	23.9121	0.2843
20	24.89	-4.89	23.9121	0.9607
83	84.11	-1.11	1.2321	0.0146
26	24.89	1.11	1.2321	0.0495
82	84.11	-2.11	4.4521	0.0529
27	24.89	2.11	4.4521	0.1789
75	84.11	-9.11	82.9921	0.9867
34	24.89	9.11	82.9921	3.3344
93	84.11	8.89	79.0321	0.9396

16	24.89	-8.89	79.0321	3.1753
79	84.11	-5.11	26.1121	0.3105
30	24.89	5.11	26.1121	1.00491
99	84.11	14.89	221.7121	2.6360
10	24.89	-14.89	221.7121	8.9077
68	84.11	-16.11	259.5321	3.0856
41	24.89	16.11	259.5321	<u>10.4272</u>
				<u>37.668</u>

$$X^2 = 37.668$$

$$\sum \frac{(O - E)^2}{E} = 37.668$$

Degree of Freedom

$$\frac{(9 - 1)}{(8)} \quad \frac{(2 - 1)}{(1)}$$

$$T = Tab \quad \underline{8}$$

20.64, therefore T = Cal

$$> t - tab$$

$$37.668 > 20.64$$

Decision Rule

The test statistics $X^2 T$ and the critical value $X^2 C$ are compared. Where the test statistic is greater than or equal to the critical value, then the null hypothesis will be accepted while the alternative hypothesis rejected at the same significance level.

Therefore, we accept H_1 and reject H_0 which implies that Job satisfaction leads to improved library personnel job performance

Hypothesis 2:

Hi: Job satisfaction leads to improved library personnel job performance.

Ho: Job satisfaction does not improve library personnel job performance. Responses from items 5, 6, 7, 8 and 14.

S/No.	Questions	SA	SD	FR
5.	The provision of favorable work environment, management subordinate relationship, provision of adequate leave for library personnel have served as tools of motivation in the university libraries than financial benefits	83	26	109
6.	Job satisfaction has a relationship with library personnel job performance.	93	16	109
7.	Job satisfaction leads to improve library personnel performance.	88	21	109
8.	Productivity is a means to effectively increase earning and job performance	43	66	109
14.	University librarians need to re-educate personnel to seek greater accomplishments and service delivery through job designs as a positive reinforcement and reward.	89	20	109
<u>396</u>			<u>149</u>	<u>545</u>

Calculating for expected frequency of Formula = $\frac{FR \times FC}{N}$ No. of Agree

$$= \frac{109 \times 396}{545}$$

$$= \frac{43164}{545}$$

$$= 79.2$$

No. of Disagree

$$= \frac{FR \times FC}{N}$$

$$= \frac{109 \times 149}{545}$$

$$= 29.8$$

Contingency Table

O	E	O-E	(O-E) ²	(O-E) ² /E
839	79.2	3.8	14.44	0.1823
26	29.8	-3.8	14.44	0.4846
93	79.2	13.8	190.144	2.4045
16	29.8	-13.8	190.144	6.3906
88	79.2	8.8	77.44	0.9778
21	29.8	-8.8	77.44	2.5987
46	79.2	-33.2	1102.24	13.9172
66	29.8	33.2	1102.24	36.9880
89	79.2	9.8	96.04	1.2126
20	29.8	-9.8	96.04	<u>3.2228</u>
				<u>68,3791</u>

$$X^2_c = \sum \frac{(O - E)^2}{E}$$

E

$$= 68.3791$$

Degree of Freedom (DF)

$$DF = (R - I) (C - I)$$

$$= \frac{(5 - 1)}{(4)} \frac{(2 - 1)}{(1)}$$

$$= 4$$

$$= 4$$

$$T - \text{tab} = t \text{ Cal.} > t \text{ t-tab}$$

$$T \text{ Cal} > t - \text{tab.}$$

$$68.3791 > 9.7186$$

Therefore, we accept H_i and reject H_o which implies that job satisfaction leads to improved library personnel job performance

DISCUSSION AND INTERPRETATION OF FINDINGS

The first Null hypothesis which stated that Motivation do not enhance library personnel effectiveness rejected. This therefore implies that the alternative hypothesis which states that Motivation enhances library personnel effectiveness. According to the rule when X^2 calculated is greater than $X^2 \text{ tab}$, then reject H_o and accept H_i and vice-versa. Studies have shown that there are some motivators that provide real motivation and when they are inadequate, library personnel are not motivated (Senyah, 2003).

(Abifarin, 1997) lent a support to this, that University Librarians should adopt reward, internship training, transformational and facilitative leadership to ensure that the management goals are achieved because the working task has been made more interesting, meaningful and challenging.

The second Null Hypothesis which states that job satisfaction does not lead to improved library personnel job performance is rejected while the alternative hypothesis which states that job satisfaction leads to improved employee job performance is accepted. The findings of Akintayo (2007) supported this finding in which he said that personnel would be motivated only to the extent that they expect high levels of efforts resulting to high levels of monetization of compensation. If personnel do not believe that their performance will be rewarded then there is no way they can

achieve job satisfaction and this will affect motivation negatively, but if they believe in the high valence of outcomes they will be highly motivated to work towards attaining job satisfaction.

SUMMARY OF FINDINGS

Based on the information from the findings, it is generally accepted that financial benefits has a very positive effect on the motivation of library personnel.

Also, it was gathered that there is a real motivation when University Librarians adopt reward, internship training, and facilitative leadership to ensure that the management's goals are achieved so as to make work interesting and meaningful.

Conclusively, it should be noted that library personnel will be motivated only to the extent that they expect high level of efforts reflected in their level of performance are followed by an equal valence of compensation. As a result of this, it tends to help them to attain job satisfaction by being highly motivated.

RECOMMENDATION

Having outlined the summary of the research findings, the researcher has identified some lapses that have impeded the workers efforts toward motivating library personnel and so decided to make these following recommendations.

- University Librarians should employ motivational tools for library personnel effectiveness in discharge of their duties.
- Appropriate reward packages should be put in place as for outstanding library personnel.
- Job satisfaction of library personnel should be imperative by University Librarians.

CONCLUSION

Of all the job of university librarians, managing the human component is the central and most important task because everything depends on how well it is done. According to Das (2015), the

principal objective of management should be the promotion of the maximum prosperity of each personnel with the hope of realizing the maximum job performance effectiveness.

Accepting motivation is necessary in order to encourage positive change. Motivation depends very much on the action of the library management. The primary function of management is to ensure that personnel achieve organizational goals.

In the light of this, there are many ways university librarians should consider motivating workers. Money is very important. When the employee receives low wages, an increase in money would greatly increase the workers morale.

References

ABIFARIN, Abimbola (1997.) "Motivating staff in Nigerian university libraries", Library Management 18: (3) pp.124 - 128

ADAMS, O and Hicks, V. 2000 Pay and non-payment incentives, performance and motivation. Prepared for WHO Global Workforce Health Strategy Group Strategy. (accessed on 13th November, 2017)

Akintayo, Dayo Idowu (2007). "Impact Of Monetization of Reward System on Job Performance Effectiveness of Workers in Work Organizations in South-Western Nigeria." The African Symposium. 7(2) pp. 104-112

BAMGBOSE, Adeoye Augustine and Ladipo, Sunday Olusola (2017) Influence of motivation on academic library employees' performance and productivity in Lagos, Vol. 8 (2) Pg. 33 - 47

FAJANA, S. 2002. Human Resource Management: An Introduction. Labofin and Company, Lagos.

BOCHET, M. 2003. An overview of Wages and Salaries in Nigerian's Organisation. Its importance, status and performance Business Online Dictionary www.businessdictionary.com (accessed 17th November, 2017).

BANURI, S., and Keefer, P. 2013. Intrinsic Motivation, Effort and the Call to Public Service. The World Bank Development Research Group, Macroeconomics and Growth Team, Policy Research Working Paper 6729. (accessed 13th November, 2017).

DARTEY-BAAH, Kwasi and **AMOAKO**, George Kofi 2011. Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a

Ghanaian Perspective. *European Journal of Business and Management* Vol 3, No.9, (Assessed on December 1st 2017)

DAS, Amiya Kumar 2015. Job Satisfaction among the Library professional in Private Engineering College in Hooghly District of West Bengal, India

FLINTA, T. 2003. The impact of incentives on employee. London Toutledge and Kegan Paul.

GAGNE, M. 2014 The Oxford Handbook of Work Engagement, Motivation, Self Determination Theory. (Ed.) New York: Oxford University Press.

GEORGELLIS Y, Isa E, Tabvuma V. 2011. "Crowding Out Intrinsic Motivation in the Public Sector" Oxford University Press Journal of Public Administration Research and Theory, 21 (3), pp. 473-493

HASSAN, Abubakar Idris and Rahim Romle 2015. "Intrinsic Factors of Job Satisfaction among Lecturers of Bauchi State University Gadau, Nigeria." International Journal of Administration and Governance 1(4), pp. 87-91

IDIEGBEYAN-OSE, Jerome and Idahosa, Mary 2011. "Motivational Factors that affect library staff performance in Benson Idahosa University, Benin City, Edo State, Nigeria." Journal of Research in Education and Society 2, Number 3 pp. 14-19

IWU, Juliana James 2011. "Effective Motivation of Paraprofessional Staff in Academic Libraries in Nigeria." Library Philosophy and Practice. <http://unllib.unl.edu/LPP/> (accessed on 16th June, 2018)

KAISER, L. C. 2014. Job Satisfaction and Public Service Motivation. IZA Discussion Paper No. 7935 January 2014. Bonn: Forschungsinstitut zur Zukunft der Arbeit (Institute for the Study of Labour). <http://ftp.iza.org/dp7935.pdf> (accessed on 13th November, 2017)

KOLAJO, F. S. 2012. "Cognitive Styles and work motivation as precursors of job performance of library personnel in private Universities in Nigeria." International Research Journal of Arts and Social Sciences Vol. 1(4) pp. 70-74. <http://www.interestjournals.org/IRJASS> (accessed on 17th

KOLAWOLE, Joseph Adeniyi; Abolaji, Joshua Adeniji and Olagoke, Dolapo Peter 2015 "Motivation and information management as a tool of job satisfaction of employees in Nigeria." African Journal of Business Management. Vol. 9(19), pp. 680-687

LAI, Emily R. 2011. Motivation: A Literature Review; Research Report. Pearson

LILIN, Wang Shiqian (2018) Factors Affecting the Job Performance of Employees at Work Place in the Higher Education Sector of China *International Journal of Scientific and Research Publications*, Volume 8, Issue 1. Pp. 219-223

MCGREGOR, D. 1966. Leadership and Motivation: Essays, Cambridge MIT Press

MALLAIAH T, Y. and Yadapadithaya, P. S. 2009. "Intrinsic Motivation of Librarians in University Libraries in Karnataka." DESIDOC Vol. 29, No. 3, pp. 36-42

NWOSU, Obiora C, Ugwoegbu U. and Okeke, Ifeka 2013. "Levels of Motivation as Correlates of Librarians' Task Performance in University Libraries in South – East, Nigeria." IOSR Journal of Humanities and Social Science (IOSR-JHSS) (8) 4

RANI, Rekha and Lenka, Sameer Kumar 2012. "Motivation and work motivation: concepts, theories & researches." International Journal of Research in IT & Management Volume 2, Issue 8 pp. 14-22

RYAN, Richard and Deci, 2000. "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions". Contemporary Educational Psychology 25 (1): 54–67.

Obajemu, A.S., Dekpen, N.A. & Ojo, J.A. (2012). Staff Motivation in the University of Lagos Libraries, Nigeria. Library Philosophy and Practice. Retrieved June 30 2017 from: <http://unllib.unl.edu/LPP/>

ODEKU, Olufunmilayo F. and Odeku, Kola O. 2014. "In Pursuit of the Employees' Welfare in the Workplace: Issues in Perspectives." Mediterranean Journal of Social Sciences Vol 5 No 15 pp. 652-660

ODUNLADE R.O. 2012. "Managing Employee Compensation and Benefits for Job Satisfaction in Libraries and Information Centres in Nigeria Library Philosophy and Practice (e-journal). Paper 714. (Accessed on 24th November, 2017)

OLA, C. O. & Adeyemi, B. (2012). Motivation, Job Satisfaction and Service Delivery: Mid-Level Staff at Kenneth Dike Library, University of Ibadan, Nigeria. *Library Philosophy and Practice (e-journal)*. Paper 780. (Accessed on 24th November, 2017)

ONYEUKWU, Pauline E and Ekere, Nkoyo Edet 2018. Evaluation of Staff Motivation Strategies on the Productivity of Nigerian Banking Industry. International Journal of Innovation and Economic Development. Volume 4, Issue 1 Pp 51-59

SAFIULLAH, Ayesha Binte 2015." Employee Motivation and its Most Influential Factors: A study on the Telecommunication Industry in Bangladesh." World Journal of Social Sciences Vol. 5 No. 1 Pp. 79 – 92

SALAAM, M. O. Alawiye, M. K. and Okunlaya, R.O.A. 2013. "Occupational Stress among University Librarians in Nigeria," PNLA Quarterly 77:2 winter pp. 1-9

SENYAH, Y. 2003. "Motivation and Productivity in Academic Libraries: A Case Study of the Kwame Nkrumah University of Science and Technology Library, Kumasi." Journal of Science and Technology, volume 23 no. 2

STROUGH J, Bruine de Bruin W and Peters E 2015. "New perspectives for motivating better decisions in older adults." Front. Psychol. 6:783. Doi: 10.3389/fpsyg.2015.

SZALMA, James L. 2014. “On the Application of Motivation Theory to Human Factors/Ergonomics: Motivational Design Principles for Human–Technology Interaction.” Human Factors Vol. 56, No. 8, pp. 1453 –1471

TELLA, Adeyinka Ayeni, C.O. and Popoola, 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 (e-journal) Paper 118

UGAH, Akobundu Dike 2008. “Motivation and Productivity in the Library.” Library Philosophy and Practice (e-journal) July Pp. 1-6

YEE, Lai Chee (2018). An Analysis on the Relationship between Job Satisfaction and Work Performance among Academic Staff in Malaysian Private Universities. Journal of Arts & Social Sciences. Vol 1, Issue 2, 64-73