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STAFF MOTIVATION AND EFFECTIVE LIBRARY SERVICE DELIVERY IN FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI AND MICHAEL OPARA UNIVERSITY OF AGRICULTURE, UMUDIKE

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**STAFF MOTIVATION AND EFFECTIVE LIBRARY SERVICE DELIVERY IN
FEDERAL UNIVERSITY OF TECHNOLOGY, OWERRI AND MICHAEL OPARA
UNIVERSITY OF AGRICULTURE, UMUDIKE**

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ABSTRACT

This study examined staff motivation variables and effective library service delivery at the Federal University of Technology, Owerri (FUTO) and Machael Okpara University of Agriculture, Umudike (MOUAAU). Three research questions and three hypotheses guided the study. A linear correlation design was adopted in this study. A census technique was employed to cover the entire population of one hundred and sixty-seven (167) library personnel. A rating scale captioned "Staff Motivation and Effective service Delivery Rating Scale (SMESDRS)" was used as an instrument for data collection. Data collected were analyzed using Pearson (r) statistics whereas the hypotheses were tested using t-test statistics of simple linear correlation. The findings showed that the delivery of effective services in the university libraries was significantly and positively influenced by a strong level of motivation in terms of providing opportunities for staff development, giving the staff promotion due to them and ensuring regular payment of salaries and wages among others. It was, however, recommended that university library staff with degrees in librarianship are immediately converted and promoted as this would serve as a morale booster and encourage hard work among them.

Key Words: Motivation, Academic Library, Service Delivery, Staff Development, Universities, Staff Productivity, Management

INTRODUCTION

Libraries play important roles in the Nigerian education system. The main function of an academic library is to provide materials for teaching and research for members of the academic community. An academic library is one of the most essential organs of the university. It is the nerve and the nucleus of teaching, learning, research, and community development (Arua & Udoh, 2019). It is the responsibility of academic libraries in universities in Nigeria to collect and adequately arrange the available information materials to enhance staff effectiveness in providing the required services to library patrons.

In most university libraries, the desire to achieve the optimal level of staff effectiveness is very vital to the attainment of library goals and objectives of providing effective library and information resources and services to all categories of users. To achieve these goals and objectives, the university library management needs to look inwards as to how best the staff morale can be boosted through motivation. According to Umeozor (2018), the library, as an organization that caters to the information needs of users across professions, vocations, and occupations, is being operated by professionals who need motivation for optimal productivity. Motivation, therefore, is a phenomenon that affects the nature of an individual's behaviors, the strength of the behavior, and the persistence of the behavior (Rani & Lenka, 2012). (Kolawole,

Abolaji, & Olagoke, 2015), defined motivation as an incentive given by the employer to employees to enable them to perform their jobs creditably. In the words of Srongh, Bruine de Bruin, and Peters (2015), motivation is the willingness to engage with a decision, including considering the presented information, deliberating about the options, and selecting the option that is likely to lead to preferred outcomes.

Getting the library staff to become adequately motivated has long been one of the university librarians' most difficult and important duties. Success in this endeavor is becoming more challenging in the light of pressure to increase productivity and effective service delivery (Salaam, Alawiye & Okunlaya, 2013). This goes to show that the goals and objectives of a university library are achievable when the personnel are adequately motivated. In other words, when the motivation of the library staff is poor, it might be difficult to achieve the objective of the university (Odeku & Odeku, 2014). This is because the success or failure of any organization, particularly university libraries, depends on the motivation of the staff in terms of capacity development, regular promotion as well as having a proper reward system in terms of financial incentives for library personnel.

It has become a generally accepted fact that to increase efficiency and effectiveness in library and information service delivery, the personnel's needs must be met. In this regard, the university library management needs to identify those needs that when taken care of, would motivate the library staff to perform optimally and contribute to the realization of the objectives of the university library. This paper, therefore, examined the relationship between staff motivation and effective library service delivery in university libraries.

Statement of the Problem

Academic libraries as resource units within the universities and other institutions of higher learning are established to provide library and information services to their users. Therefore, university library personnel are expected to show a willingness in discharging their functions effectively when delivering information services to their patrons within and outside the university community. However, the observations by Ikonne and Oluwafemi (2019) showed that the level of performance of library personnel in federal universities in Nigeria is on the decline. This according to the authors is manifested in their attitude to work. A situation where library personnel goes to work late is bound to harm the quality of work output. There are indications

that many are not comfortable with their jobs as they seem not to be motivated to serve their clients. As a result of this, many library users are not assisted in their search for materials which sometimes are not properly arranged on the shelves. Many a time, it complained that university workers, which the library staff are part of, are owed salaries and other entitlements due to them for months. This worrisome development is being worsened by the delay in staff promotions for no tangible reason. Furthermore, many university library staff .have not been provided with the opportunity to develop their knowledge and skills through capacity development programs. The question is; could lack motivation actually decrease staff productivity and ultimately reduce the quality of service delivery in a university library? Or would adequate motivation of library staff guarantee better performance and effective service delivery to users? Hence this study examined staff motivation with its effect on library service delivery in academic libraries of FUTO and MOUAU.

Research Questions

The following research questions were posed to guide this study:

1. What is the coefficient of relationship between staff capacity development and effective library service delivery in FUTO and MOUAU?
2. What is the coefficient of relationship between staff promotion and effective library service delivery in FUTO and MOUAU?
3. What is the coefficient of relationship between financial incentives for staff and effective library service delivery in FUTO and MOUAU?

Hypotheses

The following null hypotheses were tested at a 0.05 level of significance:

- Ho1: There is no significant coefficient of relationship between staff capacity development and effective library service delivery.
- Ho2: The coefficient of the relationship between staff promotion and effective library service delivery is not significant.
- Ho3: There is no significant coefficient of relationship between financial incentives for staff and effective library service delivery.

Literature Review

Concept of Motivation

In any organization, be it a university library or any other establishment, the need for staff motivation cannot be overemphasized if there is bound to be a high quality of workers' output. In other words, there is the tendency that a motivated worker would always show the desire and commitment to perform his duty diligently. Rani and Leuka (2012) stated that motivation is a phenomenon that affects the nature of an individual's behaviour, the strength of the behaviour, and the persistence of the behaviour. Barngoose and Ladipo (2017) posited that motivation is a process by which the learner's internal energies are directed towards various goals or objectives. Drawing from the above definitions, one could say that motivation is a form of stimulus which elicits a certain reaction or desire from an individual to show commitment toward achieving a particular goal.

Motivation is of two types. They are intrinsic motivation and extrinsic motivation. Ledford Gerhart and Fang (2013) looked at intrinsic motivation as that which arises from performing the task. According to (Hassan & Romle, 2015). motivation is considered intrinsic when an employee feels motivated to perform the task because doing so gives that work a feeling of accomplishment, mastery, and self-fulfillment. In contrast, extrinsic motivation is that which is done to reward a particular individual for carrying out a job or duty. An extrinsically motivated staff on the other hand may follow the working professionals to obtain some rewards such as increased salary, promotion, or praise (Dina & Olowosoke, 2018). In this regard, university library staff need extrinsic motivation to get the best from them as well as ensure that they remain committed to their professional duties.

Staff Capacity Development Programmes and Effective Library Service Delivery

In university libraries, many categories of staff are employed to carry out various operations and render services to library users. These are seen as human resources or manpower and they constitute the most important and most productive resource of the library. For this reason, Agu (2011) saw employees as the key resource in every business. He maintained that human is the only type of organizational resource capable of self-management as well as managing other resources. The issue of staff training and development is so invaluable to university libraries because of its potential in improving their knowledge and technical skills as

well as encouraging them to put in their best on the job. In developing countries like Nigeria, staff capacity development should be taken seriously to enhance knowledge expansion. In the view of (Hulton, 2010), when gaps exist between the job requirement, job productivity suffers. This means that once the requirements for each job are understood and staff training and development are geared towards this, productivity will be enhanced by the performance of the workers. Essentially, staff capacity development occupies a vital place in university libraries. This no doubt informed the decision of Wilson as cited in Ojowhoh (2016) to conclude that when staff is recruited, the task is not yet over, because such staff must be given adequate training to make the library achieve its goals. The author is of the view that library leaders have a critical role to play in putting teams through training and creating conditions that enable open communication and dialogue.

Staff capacity development programs are tools employed when seeking to improve individual performance in libraries. They come in many forms, some of which include: seminars/conferences, workshops, mentorship, and continuing education among others. Ojowhoh (2016) quoting Ziche stated that seminars, conferences, and workshops encompass formal on-the-job training, where an individual follows a prescribed course of instruction. Nkebem as cited in Obasi (2021) maintained that refresher courses such as conferences, workshops, seminars, etc are means of training for efficient development. The continuing education program also falls into this category. This is one of the five key action areas adopted by the (American Library Association, American Library Association to fulfill its mission of promoting the highest quality library and information for all people (American Library Association, 2011). Continuing education program provides library staff the opportunity to attain the highest professional qualification in librarianship. Mentorship, on the other hand, is an informal training program where an experienced librarian (a mentor) would choose to mentor an inexperienced librarian (library staff) to become perfect in the different skills of practice.

Staff Promotion and Effective Library Service Delivery

Every employee expects to grow from his current position of work to a higher one. This can be achieved through promotion. According to (Dessler, 2015) promotion occurs when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place

of greater responsibility, Bravenden (2014), stated that promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. According to the author, this will help the competitors (librarians) to identify the most productive employee's in the business (library) at the same time the employees are being recognized by their own organization. Promotion is used in an organization as an incentive for reward and motivation. It is a way of rewarding the employees for meeting the organizational goals thus it serves as a means of synchronizing organizational goals with personal goals.

The issue of promotion in university libraries should be one of the major areas that university management should emphasize. This is because where there is a good motivational incentive in terms of regular promotion of staff, there is a very high tendency that the productivity of staff will rise to its climax in such a library in terms of performance and service delivery (Ogonu, 2020). The implication here is that staff promotion has become necessary given the fact that when library staff is duly promoted he intends to show satisfaction with his job and this would ultimately lead to effective service delivery in the library. Umeozor (2018) maintained that profession-related motivation results from the benefits that accrue from professional growth. This is particularly found among professionally trained librarians. According to Umeozor, this category of library staff is motivated by hints of professional growth experienced in the discharge of their duties. In this regard, the level of commitment to duty by librarians depends heavily on how they grow professionally in their place of work.

Financial Incentives for Staff and Effective Library Service Delivery

The word 'incentive' has been variously defined by many authors. Healthfield (2018) defined an incentive as an object item of value or desired action or event that spurs an employee to do more of whatever was encouraged by the employer through the chosen incentive. (Armstrong, 2015) saw incentive as the inducement or supplemental reward that serves as a motivational device for the desired action on behavior. This could come in form of regular payment of salaries and wages of the employees. This is referred to as financial or 'monetary incentives. These are incentives that satisfy the subordinates by providing them with rewards in terms of money. Obeidat and Al-Owairi (2015) posited that financial incentives in libraries mean the amount paid to librarians, either in form of a lump sum or in the form of payments including all the additional income of the individual efforts.

The provision of financial or monetary incentives in university libraries in Nigeria has become an issue of great concern. This is because reward systems in terms of salaries, wages, and other emoluments appear to be unsatisfactory. (Obajemu, Dekpen, & Ojo, 2012) observed that there is a kind of systematic motivation inadequacy in terms of the reward system within the Nigerian university library system. Every library staff needs to be motivated whether in a lower or senior cadre. Umeozor (2018) stated that all categories of library staff have their priority mainly on economic needs and as such, the job they perform should be equated with fringe and concomitant benefits. The author maintained that at this level, every service rendered is substituted for financial gain and when the return is less than expected, they tend to lose motivation, and redundancy in performance sets in.

Methodology

A correlation design of a linear type was adopted to carry out this study. This was considered appropriate for the study because the purpose of the study was to identify and explain the relationship that exists between the independent variable (staff motivation) and the dependent variable (service delivery). According to (Nwankwo, 2013) correlation design is used in a situation where the researcher seeks to establish the relationship between two or more variables, and data from such variables are in ratio or interval scale. A census study technique was employed to cover the entire population of one hundred and sixty-seven (167) library personnel of FUTO and MOUAU. The small size of the population informed why a census technique was adopted for the study. The data collected were analyzed using Pearson (r) statistics to answer the research questions, while the t-test statistics of simple linear correlation were used to test the hypotheses at a 0.05 level of significance.

Results

Research Question One: What is the coefficient of relationship between staff capacity development and effective library service delivery in FUTO and MOUAU?

Table 1

The Coefficient of Correlation between Staff Capacity and Effective Library Service Delivery

Variable	<i>n</i>	<i>r</i>	<i>r</i>²	Remark
Staff Capacity	167	0.836	0.699	positive & VHER
Service Delivery				

From Table 1, the coefficient of correlation between staff capacity and library service delivery is 0.836. The coefficient of determination is 0.699. The coefficient of correlation is within the range of 0.81 – 1.00 for a very high extent of correlation. Therefore, there is a positive and very high extent of the relationship between staff capacity and library service delivery. The coefficient of determination indicates that 69.90% of the variations in library service delivery are explained by staff capacity.

Hypothesis One: There is no significant coefficient of relationship between staff capacity development and effective library service delivery.

Table 2

Summary t-values Table for Testing Hypothesis One

<i>t</i>_{Cal}	<i>df</i>	<i>t</i>_{Crit}	<i>p</i>	α	Decision
16.670	165	1.646	0.000	0.05	H ₀₁ is rejected

From Table 2, the calculated t-value is 16.670, while the critical or tabulated t-value is 1.646. Also, the obtained probability value is 0.00, while the set probability value is 0.05. Since the calculated t-value is greater than the tabulated t-value and the obtained probability value is less than the set probability value, the researchers rejected the null hypothesis and accepted the alternative hypothesis. Hence, there is a significant coefficient of relationship between staff capacity development and effective library service delivery in FUTO and MOUAU.

Research Question Two: What is the coefficient of relationship between staff promotion and effective library service delivery in FUTO and MOUAU?

Table 3

The Coefficient of Correlation between Staff Promotion and Library Service Delivery

Variable	<i>n</i>	<i>r</i>	<i>r</i>²	Remark
Staff Promotion	167	0.862	0.743	Positive & VHER
Service Delivery				

As shown in Table 3 the coefficient of correlation between library staff promotion and the same library staff service delivery is 0.862, while the coefficient of determination is 0.743. The coefficient of correlation is positive and within the range of 0.81 – 1.00 for a very high extent of the relationship. Hence, there is a positive and very high extent of the relationship between staff promotion and their job performance.

Hypothesis Two: The coefficient of the relationship between staff promotion and effective library service delivery is not significant.

Table 4

Summary t-values Table for Testing Hypothesis Two

<i>t_{cal}</i>	<i>df</i>	<i>t_{crit}</i>	<i>p</i>	α	Decision
21.843	165	1.646	0.000	0.05	H ₀₂ is rejected

From Table 4, the calculated t-value is 21.843, while the critical or tabulated t-value is 1.646. Also, the obtained probability value is 0.000, while the hypothesized probability value is 0.05. Since the calculated t-value is greater than the tabulated t-value and the obtained probability value is less than the hypothesized probability value, we fail to accept null hypothesis two and accept the alternative hypothesis. Hence, the coefficient of the relationship between promotion and job performance of library staff in tertiary institutions is significant.

Research Question Three: What is the coefficient of relationship between financial incentives for staff and effective library service delivery in FUTO and MOUAU.

Table 5

The Coefficient of Correlation between Financial Incentives and Library Service Delivery

Variable	<i>n</i>	<i>r</i>	<i>r</i>²	Remark
Financial Incentives	167	0.967	0.935	Positive & VHER
Service Delivery				

As presented in Table 5, the coefficient of correlation between financial incentives of library staff and the same library service delivery is 0.967, while the coefficient of determination is 0.935. The coefficient of correlation is positive and is within the range of 0.81 – 1.00 for a very high extent of the relationship.

Hypothesis Three: The coefficient of the relationship between salaries and wages and job performance of library staff in tertiary institutions is not significant.

Table 6

Summary t-values Table for Testing Hypothesis Three

<i>t_{cal}</i>	<i>df</i>	<i>t_{crit}</i>	<i>p</i>	α	Decision
48.754	165	1.646	0.000	0.05	H ₀₃ is rejected

Data presented in Table 6 shows that the calculated t-value for testing Pearson r 48.754, is greater than the critical or tabulated value of 1.646. Also, the obtained probability value of 0.000 is less than the hypothesized probability value of 0.05. Based on these observations, null hypothesis three which states that "the coefficient of relationship between financial incentives and service delivery of library staff in tertiary institutions is not significant" is rejected and the alternative hypothesis is accepted. Therefore, the coefficient of the relationship between financial incentives and service delivery in FUTO and MOUAU is significant.

Discussion of Findings

The first research question was posed to determine the relationship between staff capacity development and effective library service delivery in the Federal University of Technology,

Owerri (FUTO) and Machael Opara University of Agriculture, Umudike (MOUAAU). From the finding, it was found that the coefficient of correlation is positive indicating that an increase in the estimators (staff capacity development programs), will increase the estimated (effective library service delivery). This shows that effective library service delivery is significantly influenced by the quality of staff capacity development programs being carried out in FUTO and MOUAAU. It was further established that there is a relationship between the two hypothesized variables, thus leading to the rejection of the non-significant hypothesis. As a result of this strong level of motivation shown in this result, therefore, the service delivery is enhanced and it is an indication that there are staff capacity development programs in the university libraries studied. This, of course, goes to explain the obvious fact that when employees get adequately motivated through staff capacity development programs in terms of getting the opportunity to attend seminars and conferences, providing mentorship for less experienced personnel as well as an opportunity for continuing education, the level of commitment to work would invariably increase. This finding is consistent with the finding by Wilson as cited in Ojowhoh (2016) that when staff is recruited the task is not yet over because such staff must be given adequate training to make the library achieve its goals of providing effective services to all categories of users.

The second research question was meant to establish the relationship between staff promotion and effective library, service delivery in FUTO and MOUAAU. The outcome of this study has shown that the result of the correlation coefficient is positive, indicating that an increase in the estimator (staff promotion), will increase the estimated (effective library service delivery). In this same vein, the coefficient of determination indicated that the variations in effective library service delivery are explained by staff promotion in the library. This shows that the relationship between staff promotion and effective library service delivery is positive and very significant. Consequently, the null hypothesis of a non-significant relationship between staff promotion and effective library service delivery in FUTO and MOUAAU was rejected. This finding can be explained by the fact that when library personnel is given promotions, especially when all categories of staff are being provided with the opportunity to grow professionally, they tend to show satisfaction and commitment to their jobs and this would ultimately lead to effective service delivery in the library. This affirms the statement earlier made by Ogonu (2020) that when there is a good motivational incentive in terms of regular promotion of staff, there is a

very high tendency that the productivity of staff will rise to its climax in such a library in the areas of performance and service delivery.

Finally, this research question was posed to establish the relationship between financial incentives for staff and effective library service delivery in FUTO and MOUAU. Based on the result of the correlation coefficient which indicated that there is a positive and significant relationship between financial incentives for staff and effective library service delivery, the null hypothesis was rejected. This result has indicated that there is the provision of financial incentives for library personnel in FUTO and MOUAU, and given this strong level of motivation, service delivery was enhanced in the library. The implication in this regard is that when an institution like the university library has a proper reward system in terms of regular payment of staff salaries, wages, fringe benefits, and other financial entitlements, the employees are bound to be psychologically moved to perform well more than when they are not. Lending credence to this finding, Umeozor (2018) stated that all categories of library staff have their priority mainly on economic needs and as such, the job they perform should be equated with fringe and concomitant financial benefits. The author maintained that at this level, every service rendered is substituted for financial gain and when the return is less than expected, they tend to lose motivation, and redundancy in performance sets in.

Conclusion

It has become a well-known fact that for there to be an increase in employees' productivity and effective service delivery in university libraries or any other organizations, the management should provide suitable, sustainable, and motivational incentives to encourage the workers and make them perform optimally for better productivity. The findings of this study have, therefore, provided a piece of empirical evidence to buttress the importance of staff motivation in enhancing employees' effectiveness and quality services in the library. This implies that the provision of services in university libraries can only be improved upon when there are in place certain motivational factors such as regular promotion of all categories of staff, skills acquisition through capacity development programs, regular payment of staff, and other emoluments among others. The presence of all these motivational strategies in a university library system would, no doubt, ensure employees' stability, smoother operations, and enhance service delivery and sustainability.

Recommendations

1. University library management in Nigeria should go beyond the conventional methods of providing training opportunities for their staff and look towards the virtual aspect of staff capacity development. This is the best method to acquire and share knowledge globally.
2. It was also recommended that university library management should ensure that junior staff who has obtained a qualification in librarianship are immediately converted and promoted as well. This would serve as a morale booster and encourage hard work among them,
3. A better reward system should be designed to take care of library personnel who are most outstanding in their job performances.

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