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2022

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Fyneman, Biokuromoye Ph.D, "Staff Motivation, Discipline and Performance Appraisal as Correlates of Staff Job Performance in University Libraries in Bayelsa and Rivers States." (2022). *Library Philosophy and Practice (e-journal)*. 7286.

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**Staff Motivation, Discipline and Performance Appraisal as Correlates of Staff Job Performance in University Libraries in Bayelsa and Rivers States.**

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**Abstract**

This study examined staff motivation, discipline and performance appraisal as correlates of staff job performance in university libraries in Bayelsa and Rivers States. Three research objectives and questions were stated to guide the study. Three hypotheses were also articulated. The study adopted survey correlational research design involving a population of 356 staff in six university libraries. The entire population of 356 library staff in the six university libraries in Bayelsa and Rivers States was adopted as sample for the study. Personnel Management Rating Scale (PMRS) and Library Staff Job Performance Rating Scale (LSJPRS) were used to collect data. Mean, standard deviation and Pearson Product Moment Correlation (PPMC) were used to answer the research questions. T-test was used to test the hypotheses at 0.05 level of significance. The result from the analyses of data revealed that: there is very high significant relationship between motivation, discipline and staff job performance in university libraries in Bayelsa and Rivers States. The study recommends that; financial motivations such as, overtime, arrears and allowances should be promptly paid to staff in order to enhance their job performance, University librarians should discipline erring library staff and educate them on the necessity for filling annual performance appraisal.

**Keywords:** Motivation, Discipline, Appraisal, Job Performance, Library Staff

## **Introduction**

Management involves planning, coordinating, directing, controlling, budgeting and supervising of all the activities of an organization to achieve the desired optimum goals. It can be described as personnel planning and projecting, selection and staffing, training and development, motivation, discipline and human performance appraisal (Wilson, 2016). Personnel management is deployment of human resources to achieve the goals of an organization. It involves the selection, recruitment, training and development, and motivation of the personnel in the organization. Hence, personnel management is perceived to influence the job performance of library staff.

Library staff need to be motivated and well trained to achieve the goals and objectives of the library. The level of motivation in a library to a great extent may determine the job performance in the library. Lack of motivation can hinder staff to put in the best of their abilities. Motivation is an inner drive that propels staff to put in their best. Furthermore, motivation could be intrinsic or extrinsic. Intrinsic motivation it is inherent or inborn, it is an integral part of the individual. Wasiu and Adebajo cited in Udo-Anyanwu and Amadi (2018) stated that intrinsic rewards often called non-financial rewards are inherent of an activity and their administration is not dependent upon the presence or actions of any other person or thing. It is concerned about the feeling of being recognized, praised for a job well done and participation in whatever we do. Extrinsic motivation is extraneous, it comes from outside the individual. Muchiri (2016) indicated that extrinsic reward refers to the fringe and pay advantages employees get from an organization. This includes: promotion, opportunity career advancement and conducive workplace environment. Hence, when staff are properly motivated, their job performance increase and inadequate motivation can mar staff performance.

Furthermore, another very important personnel management variable is staff discipline. Tumo (2017) citing Chelliah defines discipline as action or behaviour on the part of the authority in an organization (usually management) aimed at restraining all employees from behaviour that threatens to disrupt the functioning of the organization. It is one of the basic strategies of achieving effective job performance and the library's goals and objectives. So, it is a deliberate effort from one to submit to constituted authority and do the acceptable thing at the right time. The library staff in university

libraries need to be disciplined. Staff discipline is very important in personnel management in order to maintain standard, obey the rules and regulations in the library and enhance orderliness. A disciplined staff performs his/her duties with little or no supervision. There are different types of discipline, such as verbal warning, query, suspension, dismissal, etc., and all library staff that err should be disciplined accordingly. There should be library staff discipline committee in all university libraries and the university librarian should be disciplined to discipline others. There should be no sentiment in staff discipline. No institution can achieve its desired goals without the full support and contributions of disciplined personnel.

Another variable of interest captured in this study is performance appraisal. Staff performance appraisal is carried out annually in most Nigerian universities. It extends to individual's capacities and utilizes their maximum capabilities so that there is improved personnel performance and relationship increase. Idowu cited in Udo-Anyanwu and Uwandu (2021) describes performance appraisal as the evaluation of an individual's work with the main aim of arriving at objective personnel decisions. It helps the management to identify and measure the performance of staff and exploit their full potentials in line with organizational goals. There are stages of performance appraisal in universities. In most university libraries, it starts from the department, faculty and then appraisal and promotion committee. The criteria for appraisal of library staff in a university library are not the same. The different categories of staff in the university libraries have different appraisal criteria. Thus, staff performance appraisal also determines job performance of staff in an organization. However, some library staff do not take performance appraisal serious.

This study was carried put to ascertain the relationships between motivation, discipline, performance appraisal and job performance of library staff in all the university libraries in Bayelsa and Rivers States namely: Niger Delta University (NDU), Wilberforce Island; Federal University, Otuoke (FUO); University of Africa, Toru-Orua (UOA); University of Port Harcourt (Uniport), Choba; Rivers State University (RSU), Nkpolu-Oroworukwo, Port Harcourt; and Ignatius Ajuru University of Education (IAUE), Rumoluemene, Port Harcourt.

## **Statement of the Problem**

The personnel in the library are expected to work effectively to help in the achievement of the goals of the institution. To achieve this, they need to be motivated. Also they are expected to adhere to the rules and regulations of the institution. Whatever be the case, library staff are yearly appraised to match their performance with stated objectives. However, it has been observed that there are not enough motivational factors on ground to encourage the library staff. The attitude of some library staff reveal some levels of indiscipline such as: lateness to work, closing before time, absenteeism without permission, insubordination, lack of interest, etc. More so, some library staff also believe that staff appraisal is mainly for promotion and normal increment in salary and as such those that have reached “the bar” in grade level are reluctant to work and sometimes, do not fill appraisal forms; they feel that it is not necessary to fill appraisal forms because there is no motivation.

Verbal warning had been given to staff and some have also been queried for indiscipline such as closing before time, absenteeism without permission, failure to fill appraisal forms etc. If these situations persist, it will lead to poor job performance which implies that these libraries will not able to meet information needs of its users and with the National Universities Commission and Professional bodies’ requirements for accreditations of programmes. The researcher therefore wonders if there is relationship between motivation, discipline, performance appraisal and job performance of library staff in the libraries studied. This is the crux of this study.

## **Objectives of the Study**

This study examined staff motivation, discipline and performance appraisal as correlates of staff job performance in university libraries in Bayelsa and Rivers States. Specifically it:

1. determined the extent of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States.
2. ascertain the extent of relationship between staff discipline and staff job performance in the university libraries in Bayelsa and Rivers States.
3. ascertain the extent of relationship between staff performance appraisal and staff job performance in the university libraries in Bayelsa and Rivers States.

## **Research Questions**

The following research questions guided the study:

1. What is the extent of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States?
2. What is the extent of relationship between staff discipline and staff job performance in the university libraries in Bayelsa and Rivers States?
3. What is the extent of relationship between staff performance appraisal and staff job performance in the university libraries in Bayelsa and Rivers States?

## **Hypotheses**

The following null hypotheses are formulated for this study and tested at 0.05 level of significance:

**H<sub>01</sub>:** There is no significant relationship between staff motivation and job performance of library staff in the university libraries studied.

**H<sub>02</sub>:** There is no significant relationship between level of staff discipline and job performance of library staff in the university libraries studied.

**H<sub>03</sub>:** There is no significant relationship between staff performance appraisal and job performance of library staff in in the university libraries studied.

## **Literature Review**

### **Staff Motivation**

Motivation as a concept has been variedly defined by authors. Agih (2019) described motivation as a toxic for life. He stressed that it energizes, sustains behaviour and encourages an individual in life. Motivation is the process that describes an individual's strength, direction and determination towards attaining goals. Buttressing this view, Dauda and Mohammed (2012) opined that academic staff performance in universities is not only a function of experience (qualification and competence) but also motivation. As part of an academic environment the university library staff are also motivated through promotion, commendation, recognitions, prizes, achievement, grades approval, appreciation and staff development programmes.

Amusa, Iyoro and Olabisi (2013) investigated work environments and job performance of librarians in the public universities in South-West Nigeria. The findings show that, the librarian's work environment comprising physical facilities, open

communication, motivation, etc are fairly favourable while, personnel emolument was not favourable at all. This unfavourable result was discovered to have reflected in the job performance of the librarians as their positive performance was only fair. Saka, Akori and Opaleke (2016) conducted a study titled: influence of motivation and job satisfaction on the performance of staff of university libraries in North Central Geo-political Zone of Nigeria. The study revealed that there was no significant relationship between motivation and job performance among professional and para-professional staff in University libraries in the North Central, Nigeria. Saka and Salman (2014) carried out a study titled: Assessment of the levels of job motivation and satisfaction as predictors of job performance of library personnel in Nigerian Universities. Findings showed that moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel. Kunle, Aduku and Ismail (2015) examined Motivation and Performance of Para-professionals Staff in Tertiary Institution Libraries in Kaduna State, Nigeria. The study also found out that there is significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of para-professional library staff. Similarly, Bamgbose and Ladipo (2017) investigated the Influence of Motivation on Academic Library Employees Performance and Productivity in Lagos, Nigeria. the study revealed that most of the motivational parameters have influenced on the performance of the library employees to a very great extent. Dina and Olowosoke (2018) investigated the effect of motivation and job performance on library personnel effectiveness in university libraries in Nigeria. It was discovered that motivation is of prime importance in motivating library personnel.

### **Discipline**

Discipline is very important to any organization or institution that desired to achieved its set goals. Discipline brings about orderliness that helps to stop unrests, confusion, crime and underdevelopment in our society. In the university library, indiscipline can lead to poor job performance while discipline promotes effective performances. Pog-Osia (2019) said that discipline means to teach, to instruct or to train one in order that he/she may be strengthened or perfected.

Okoye, Mbagwu, Moneke and Abanum (2018) conducted a study on the indices of working condition as determinants of job performance of librarians in academic libraries

in South-East Nigeria. The result showed that disciplinary measures had no significant effect on job performance of librarians. Wanjohi (2013) investigated the impact of discipline and organizational productivity in Langata Women prison. It was revealed that the organization's productivity was high when employees observe discipline. Udo-Anyanwu, Uwandu and Obiano (2020) examined disciplinary measures and job performance of library staff in academic libraries in Imo State. Findings of the study revealed that discipline has influence on job performance of library staff

### **Performance Appraisal**

Performance appraisal can influence library personnel job performance. It is a management function in universities and the process through which organizations evaluate employee job performance. Obi (2016) stated that performance appraisal has been looked at as the method by which the performance and productivity of each worker is measured in order to determine his or her contribution to the effort of the organization towards the achievement of the set goals and objectives. This is why Gomez, David and Robert cited in Rahahleh, Alabaddi and Moflih (2019) assert that performance evaluation is the management's practice of identifying and measuring staff performance in organizations. Agyen-Gyasi and Boateng (2015) opined that performance appraisal is important in several ways. It is used in organizations as a basis for administrative and corporate decisions such as employee promotion, dismissal, transfer and allocation of financial rewards, employee development and personnel research.

Owusu-Ansah and Gogo (2014) carried a study titled: Effect of Performance Appraisal on Staff performance in Ghanaian Academic library. They concluded that performance appraisal would have a positive impact on the employees when the right mechanisms are put in place. Okoye, Mbagwu, Abanum and Nwohiri (2019) carried out a study on Influence of performance appraisal on job performance of librarians in academic libraries in South East, Nigeria. it discovered that appraisal has a significant influence on the job performance of librarians.

### **Research Methodology**

The study adopted correlational research design involving a population of 356 staff in six university libraries. The entire population of 356 library staff in the six university libraries in Bayelsa and Rivers States was adopted as sample for the study.



Personnel Management Rating Scale (PMRS) and Library Staff Job Performance Rating Scale (LSJPRS) were used to collect data. Mean, standard deviation and Pearson Product Moment Correlation (PPMC) were used to answer the research questions. T-test was used to test the hypotheses at 0.05 level of significance. For the correlation, any index 0.00 = no relationship, 0.01-0.19 = very low relationship, 0.20-0.39 = low relationship, 0.40-0.59 = moderate relationship, 0.60-0.79 = high relationship, 0.80-0.99 = very high relationship and 1.00 = perfect relationship.

### Data Analyses and Results

**Research Question 1:** What is the extent of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States?

**Table 1: Summaries of descriptive bivariate coefficient of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States.**

V	N	$\Sigma$	SS	SP	$S^2$	Cov.	r	Remarks
X	299	13021	11116.047		37.302			Very High
				5736.084		19.249	<b>0.88</b>	Positive
Y	299	5504	3810.221		12.786			Relationship

Variables (V:X&Y), Sample Size (n), Summation ( $\Sigma$ ), Sum of Squares (SS), Sum of Products (SP), Variance ( $S^2$ ), Covariance (Cov.), Pearson r (r), and Remarks

Magnitude of Relationship = Very High

Direction of Relationship = Positive

Percentage Coefficient of Determination = 77.44%

Table 1 showed the magnitude and direction of the bivariate coefficient of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States. Through the sum of squares and sum of products values, or through the variance and covariance values, a coefficient of 0.88 is realized. The coefficient of 0.88 shows that there is a high relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States.

The 77.44% of the coefficient of determination in this result indicates that 77.44% of the variation in the values of one variable is due to variation in the values of the other variable. That is, approximately 77.44% of the variation in staff job performance can be explained by the variation in staff motivation. The remaining percentage is unexplained

variation in the study and could be attributed to other factors that were not involved in the study. The result that can be deduced from the above is that, there is a very high significant correlation between library staff motivation and library staff job performance in the university libraries in Bayelsa and Rivers States.

**Research Question 2:** What is the extent of relationship between level of staff discipline and staff job performance in the university libraries in Bayelsa and Rivers States?

**Table 2: Summaries of descriptive bivariate coefficient of relationship between level of staff discipline and job performance in the university libraries in Bayelsa and Rivers States.**

V	N	$\Sigma$	SS	SP	S <sup>2</sup>	Cov.	R	Remarks
<b>X</b>	299	13021	11116.047		37.302			High
				3929.485		13.186	<b>0.64</b>	Positive
<b>Y</b>	299	5372	3395.666		11.395			Relationship

Table 2 showed the magnitude and direction of the bivariate coefficient of relationship between library staff discipline and staff job performance in the university libraries in Bayelsa and Rivers States. Through the sum of squares and sum of products values, or through the variance and covariance values, a coefficient of 0.64 is realized. The coefficient of 0.64 shows that there is a high significant correlation between library staff discipline and staff job performance in the university libraries in Bayelsa and Rivers States.

The 40.96% of the coefficient of determination in this result indicates that 40.96% of the variation in the values of one variable is due to variation in the values of the other variable. That is, approximately 40.96% of the variation in staff job performance can be explained by the variation in staff performance appraisal. The remaining percentage is unexplained variation in the study and could be attributed to other factors that were not involved in the study. The result that can be deduced from the above is that, there is a high positive significant relationship between library staff discipline and staff job performance in the university libraries in Bayelsa and Rivers States.

**Research Question 3**

**RQ3:** What is the extent of relationship between staff performance appraisal and staff job performance in the university libraries in Bayelsa and Rivers States?

**Table 3: Summaries of descriptive bivariate coefficient of relationship between staff performance appraisal and job performance in the university libraries in Bayelsa and Rivers States.**

V	n	$\sum$	SS	SP	$S^2$	Cov.	R	Remarks
<b>X</b>	299	13021	11116.047		37.302			Very Low
				774.502		2.599	<b>0.13</b>	Positive
<b>Y</b>	299	4918	3013.946		10.114			Relationship

Table 3 showed the magnitude and direction of the bivariate coefficient of relationship between level of staff performance appraisal and staff job performance in the university libraries in Bayelsa and Rivers States. Through the sum of squares and sum of products values, or through the variance and covariance values, a coefficient of 0.13 is realized. The coefficient of 0.13 shows that there is a high relationship between level of performance appraisal and staff job performance in the university libraries in Bayelsa and Rivers States.

The 1.69% of the coefficient of determination in this result indicates that 1.69% of the variation in the values of one variable is due to variation in the values of the other variable. That is, approximately 1.69% of the variation in staff job performance can be explained by the variation in level of performance appraisal. The remaining percentage is unexplained variation in the study and could be attributed to other factors that were not involved in the study. The result that can be deduced from the above is that, there is a very low positive relationship between level of performance appraisal and staff job performance in the university libraries in Bayelsa and Rivers States.

### Testing of Hypotheses

**Hypothesis 1:** There is no significant relationship between staff motivation and job performance of library staff in the university libraries studied.

**Table 4: Summaries of inferential statistics for the bivariate coefficient of relationship between staff motivation and job performance of library staff in the university libraries studied.**

V	N	$\sum$	R	A	Df	$t_{cal}$	$t_{tab}$	Decision
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<b>X</b>	299	13021						
			0.88	0.05	297	<b>32.154</b>	<b>1.96</b>	Fail to Accept Ho <sub>4</sub>
<b>Y</b>	299	5504						

Sample Size (n), Summation ( $\Sigma$ ), Coefficient of Relationship (r), Alpha Level ( $\alpha$ ), Degree of Freedom (df) and t-test of Significance of Correlation between two Variables

Table 2 presented the test of the bivariate coefficient of relationship between staff motivation and job performance of library staff in the university libraries studied. This procedure is necessary for drawing conclusions about a population based on data collected from a sample. This procedure allows us to quickly and efficiently decide whether the linear relationship in the sample data is strong enough to use to model the relationship in the population. That is, the purpose of this test is to determine whether the linear relationship that we see between the variables in the sample data provides strong enough evidence to conclude that there is in fact a linear relationship between the variables from the population. From the result, the degree of freedom is 297 and the t-calculated value of 32.154 is greater than the t-tabulated value of 1.96. Since the t-calculated value is greater than the t-tabulated value, the researcher failed to accept the null hypothesis; thus concluding that there is a very high positive and significant relationship between library staff motivation and job performance of library staff in the university libraries studied.

**Hypothesis 2:** There is no significant relationship between staff discipline and job performance of library staff in the university libraries studied.

**Table 5: Summaries of inferential statistics for the bivariate coefficient of relationship between staff discipline and job performance of library staff in the university libraries studied.**

V	N	$\Sigma$	R	A	df	t <sub>cal</sub>	t <sub>tab</sub>	Decision
<b>X</b>	299	13021						
			0.64	0.05	297	<b>14.339</b>	<b>1.96</b>	Fail to Accept Ho <sub>5</sub>
<b>Y</b>	299	5372						

Table 5 presented the test of the bivariate coefficient of relationship between staff discipline and job performance of library staff in the university libraries studied. This procedure is necessary for drawing conclusions about a population based on data

collected from a sample. From the result, the degree of freedom is 297 and the t-calculated value of 14.339 is greater than the t-tabulated value of 1.96. Since the t-calculated value is greater than the t-tabulated value, the researcher failed to accept the null hypothesis; thus concluding that there is a high positive and significant relationship between staff discipline and job performance of library staff in the university libraries studied.

**Hypothesis 3:** There is no significant relationship between level of performance appraisal and job performance of library staff in the university libraries studied.

**Table 6: Summaries of inferential statistics for the bivariate coefficient of relationship between level of performance appraisal and job performance of library staff in the university libraries studied.**

V	N	$\Sigma$	R	A	df	$t_{cal}$	$t_{tab}$	Decision
X	299	13021	0.13	0.05	297	<b>2.327</b>	<b>1.96</b>	Fail to Accept Ho <sub>6</sub>
Y	299	4918						

Table 6 presented the test of the bivariate coefficient of relationship between level of performance appraisal and job performance of library staff in the university libraries studied. This procedure is necessary for drawing conclusions about a population based on data collected from a sample. From the result, the degree of freedom is 297 and the t-calculated value of 2.327 is greater than the t-tabulated value of 1.96. Since the t-calculated value is greater than the t-tabulated value, the researcher failed to accept the null hypothesis; thus concluding that there is a very low positive and significant relationship between level of staff discipline and job performance of library staff in the university libraries studied.

### Discussion of Findings

#### Relationship between motivation and staff job performance in university libraries in Bayelsa and Rivers States

It was also found that there is very high positive and significant relationship between staff motivation and job performance of library staff in the university libraries studied, which is indicated by the value r 0.88. The correlation coefficient value obtained is an indication of very high significant relationship. This implies that when staff are

motivated, their job performance will be very high, which will lead effective and efficient service delivery. Library staff can be motivated through rewards, commendation letters, prompt payment of salaries and allowance (over time and weekends), implementation of promotions and normal increments and Christmas bonus. Good working environment and conditions can propel library staff to perform better or be more productive.

Hence this study agrees with Dauda and Mohammed (2012) who opined that academic staff performance in universities is not only a function of experience (qualification and competence) but also motivation. Also that of Saka, Akori and Opaleke (2016) whose study revealed that there was no significant relationship between motivation and job performance among professional and para-professional staff in University libraries in the North Central, Nigeria. It also corroborates that of Bamgbose and Ladipo (2017) that most of the motivational parameters have influenced on the performance of the library employees to a very great extent. It is also in line with Dina and Olowosoke's (2018) discovery that motivation is of prime importance in motivating library personnel.

### **Relationship between discipline and staff job performance in universities in Bayelsa and Rivers States**

The study further reveals that there is high positive and significant relationship between level of staff discipline and job performance of personnel in the university libraries studied. The value of  $r$  0.64 shows that discipline has high significant influence on library job performance. It is an indication that discipline contributes to staff job performance. A disciplined staff is more productive and efficient; the staff comes to work early, closes at the right time, performance duties without supervision, stays on the job and etc. which leads to high job performance in the library. In addition, discipline corrects and reforms deviant staff members and as well serves as deterrent to others, so it has a significant influence on library job performance. The finding is also in agreement with the views of Udo-Anyanwu, Uwandu and Obiano (2020) that discipline has influence on job performance of library staff. The finding of this study disagrees with that of Okoye, Mbagwu, Moneke and Abanum (2018) that disciplinary measures had no significant effect on job performance of librarians.

## **Relationship between performance appraisal and staff job performance university libraries in Bayelsa and Rivers States**

The study further reveals that there is low positive and significant relationship between staff performance appraisal and job performance in the university libraries studied, which is indicated by the value of  $r = 0.13$ . Library staff appraisal has little influence on staff job performance. However, efficiency, productivity, appearance/attitude to work and relationship with colleagues has weak influence on job performance. This finding is in tandem with that of Okoye, Mbagwu, Abanum and Nwohiri (2019) who discovered that appraisal has a significant influence on the job performance of librarians. However, it contradicts that of Owusu-Ansah and Gogo's (2014) finding that performance appraisal has a positive impact when the right mechanism is put in place.

### **Recommendations**

Based on the findings of the study, the researcher recommended that:

1. Financial motivations such as, overtime, arrears and allowances should be promptly paid to staff in order to enhance their job performance.
2. University management and university librarians should be disciplined to discipline others, level of discipline should be based on gravity of the offence and university librarians and management should not be biased.
3. Library staff should be educated on the essences of annual performance appraisal in universities.

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