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Extrinsic motivational factors and job performance of library personnel in Universities and Institutes of Agriculture in Nigeria

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ABSTRACT

Motivational factors are driving forces that stimulates a person, which gingers an urge or passion to pursue a certain action. Most employers would appreciate to have a motivated worker who is ready to work, but do not understand what truly motivates each individual. Hence the study focused on extrinsic motivational factors and job performance of library personnel in universities and institutes of agriculture in Nigeria. It is an empirical study whose major source of data was primary source through questionnaire. The main objective is to detect the extrinsic motivational factors and job performance of library personnel. A total of four hundred and seventeen (417) copies of questionnaire was administered to the library personnel in universities and institutes of agriculture and four hundred and eleven (411) were returned and found suitable for analysis. It is a survey research and the data collected was analyzed with frequency counts, percentages, mean, and standard deviation while linear regression was used to analyze the influence of extrinsic motivational factors on job performance of library personnel. The result of the findings indicated that extrinsic motivational factors influences the job performance of library personnel in universities and institutes of agriculture in Nigeria. The findings also revealed that the level of job performance of library personnel was high. The study therefore recommends and concludes that for any organisation to succeed and keep growing, adequate provision must be made towards what motivates its employees and implementing them.

Keywords: Extrinsic motivational factors, Library personnel, Job performance, Universities and institutes of agriculture, Nigeria.

INTRODUCTION

Libraries, governmental agencies, parastatals, corporate bodies and other organisations are places where individuals gather to perform jobs, duties, work and expend their skills. Job performance is of central significance to the lives of everybody, and it has been the nature of man to always perform a duty or engage in a job. Moreso, man believes that engaging in a certain job will bring him to a state of fulfillment, pride and dignity. Library personnel in universities and institutes of agriculture therefore require high level of job performance with the broader role to educate and shape the users and the community at large. Again, failure on the part of any organisation in engaging the workers energies to perform well might lead some professionals to tactically reduce or shrink their expertise and technical know-how in the organisation. Others who do not wish to reduce or shrink on their jobs would no longer feel motivated in performing their jobs. Therefore, job performance plays an important role in determining the degree of activities of workers in any organisation.

According to Saka and Haruna (2013), job performance is work related activities expected of an employee and how well those activities are executed. It is also the degree to which one is actively participating in one's job and the degree of its importance to one's self. It refers to the extent a worker identifies psychologically with his or her job. It is derived from a satisfaction that is dynamic and a changing idea that reflects an individual's attitude and expectations towards his work and goals in life. Thus in this study, job performance is conceptualized to mean the ability of library personnel in universities and institutes of agriculture in Nigeria to cooperatively carry out the statutory functions based on the field of specialization or areas of organisational development and objectives. The library personnel in universities and institutes of agriculture as a matter of priority strive to meet the goals of providing information needs of researchers. Information plays a key role in agricultural development and production and their effective communication will help facilitate mutual understanding among researchers, agricultural scientists and extension workers (Agboola, 2010). Hence, the method of communication of agricultural information is crucial to enable researchers make informed and decisive decisions. This will bring about increase in food production, animal husbandry, food storage, poverty alleviation and improve the economic livelihood of the people. This is done by information providers such as library personnel. Thus, if the mission and vision of universities and institutes of agriculture libraries in Nigeria are to be realized, then the 21st century universities and institutes of agriculture, especially in the developing nation like Nigeria, requires motivated workforce that will put in their best in terms of job performance.

Motivational factors are driving forces that stimulate a person, which gingers the urge or passion to pursue a certain action. In other words, it implies, as the impulse that stern from within a person and leads him to act in a way that will satisfy that impulse. Individuals have different needs and goals, so also what motivates them differs. Motivational factors stands as those characteristics required so as to achieve tangible things in life and without it, an individual

prematurely gives up at the first sign of adversity (Valez, 2010). Extrinsic motivational factors are anything received from another person that the recipient values and is contingent on his or her behaviour or results. Extrinsic rewards include paychecks, performance bonuses, praise, or some other form of recognition. Extrinsic rewards don't occur naturally with the behaviour or result; instead someone introduces these rewards (Aworemi, 2011). Being those forces that induces action in employees, extrinsic motivational factors explains what employees are motivated to accomplish, how they will attempt to accomplish it, how hard they will work to do so and when they are likely to stop. These factors also range from benefits associated with an organisation to its employee which will spur a maximum input and output on their job performances. According to Malik, (2010) extrinsic motivational factors include: promotion, career progression, safe accommodation, job security, salary, conducive working environment, and fringe benefits, attending conferences, seminars/workshops, adequate medical facilities and good retirement benefits. Extrinsic motivation encourages staff to complete their task in order to receive the reward. In other words, rewards motivate people to get rewards. However, it was observed by this researcher that the level of job performance among library personnel in universities and institutes of agriculture in Nigeria appears low. In support of the above observation, a survey research found that library personnel low job performance in university libraries in Ankara is tied to not regarding physical working conditions, non-recognition with the work conducted, not obtaining respect with the job conducted, job security, promotion wages, social status and social services.

Since job performance is attributed to an act of executing a command, duty, purpose or promise in an observable or measurable behaviour of a person in a particular situation, total commitment is desired in attaining maximum performance in an organisation. In accordance to total commitment, every establishment aims at high performance without which the goals and objective of such establishment cannot be realized. It is evidential that the efficiency of an organisation such as the library depends immensely on the attitude of employees towards their job and level of commitment to job performance. An employee's job performance is generally determined by factors such as motivation, the desire to do the job (commitment), the capability to do the job, and the work environment, the tools, materials and information needed to do the job (Buchanan, 2012).

OBJECTIVE

1. Find out the level of job performance of library personnel in universities and institutes of agriculture in Nigeria.
2. Ascertain the extrinsic motivational factors of library personnel in universities and institutes of agriculture in Nigeria.

RESEARCH QUESTIONS

1. What is the level of job performance of library personnel in universities and institutes of agriculture in Nigeria?
2. What are the extrinsic motivational factors of library personnel in universities and institutes of agriculture in Nigeria?

HYPOTHESES

There will be no significant relationship between extrinsic motivational factors and job performance of library personnel in universities and institutes of agriculture in Nigeria.

LITERATURE REVIEW

Yaya, Akintayo and Uzohue (2016) defines job performance as the work activities carried out by the worker for the purpose of achieving organisational goals. It is an act of fulfilling one's obligation to the organisation. This depends not only on the energy exerted but also on individual's mental ability. Vanscotter, Motowidlo, and Cross (2010) observed that, although there might be exceptions, high performers get promoted more easily within an organisation and generally have better career opportunities than low performers. Business Dictionary (2015) defined job performance as the work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement. To Bullock (2013) job performance is a property of behaviour or plainly stated what people do at work, an expected value. In other words, an employee's behaviour may be distinguished as helping or hindering an organisation, but the outcomes of employee behaviours are rarely measured so their value is merely expected. Coelho and Andrade (2011) found out that performance is also important for the individual.

Several literatures have shown that in this highly competitive work environment era, many organisations especially academic (university) libraries want to be successful in meeting the needs of their clients. Therefore motivation becomes an important factor in libraries as in any other organisation. Mafini and Pooe (2013) said that librarians or employees evaluate their jobs against those issues that are important to their needs once they are satisfied; committed and productive. Nabi, Ahmed and Rahman (2017) suggested the following packages as what aid employees' job design that is level of aspiration and need, achievement and relevant incentive packages. Amune (2014) noted that the following can affect job performance of library personnel: unchallenging jobs, work over load (maybe due to shortage of staff), lack of feedback on performance, lack of recognition for work done, lack of contingent rewards, lack of tools, poor communication between managers and subordinates and lack of staff development required for skills to provide quality service. When productivity is gathered for the organisation as a whole, rather than at the individual level, we tend to see happy workers and happy organisations. Performance and productivity tends to be on the high side. Saka and Salman (2014) cited Bamigboye, Buraimo and Ajani (2008) who conducted a survey in the university libraries in

Ankara and found out that library personnel low job performance is tied to not regarding physical working conditions, non-recognition with the work conducted, not obtaining respect with the job conducted, job security, promotion wages, social status and social services. Amune (2014) further asserted that boredom and frustration, personnel policies, working conditions and participation in decision making can influence effective job performance of library personnel if not adequately provided for on the job.

An extrinsic motivational factor is defined as the motivation induced by external factors which are primarily financial in nature. It is the attainment of a separable outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order to receive the reward. In other words, rewards motivate people to get rewards. Such extrinsic rewards are pay, bonuses, fringe benefits and promotions. Ubom (2010) in his study found in contrast, extrinsic incentives such as merit pay or effective service rewards to affect the library personnel job performance and effectiveness in Nigerian universities. Mafini and Pooe (2013) expressed the significant role library personnel play in the development of human capital which is fundamental for national economic growth and development worldwide. Therefore, ensuring their motivation at work place will enable them deliver qualitatively and enhance performance. In the words of Hrbackova and Suchankova (2016), the term, extrinsic motivation “is the attainment of a separable outcome from the performance of an activity. Extrinsic motivational factors encourage staff to complete their task in order to receive the rewards. Cokley (2011) also explained extrinsically motivated behaviours as behaviours that are not performed due to an intense interest to engage in a particular activity. Mallaiah and Yadapadithaya (2010) compliment public recognition and professional opportunities as motivators which can be as effective as extrinsic rewards such as monetary reward and gifts.

Adomi and Famola (2012) examined the extrinsic motivational factors used in developing 50 cataloguers in National Library of Nigeria, Abuja. The study found perceived staff development as to improve quality of library personnel service delivery. It has well enhances job performance and competency of staff. It is equaled to reward both on the organisation and the employee. Al-Aufi and Al-Kalbani (2014) in a similar study on the extrinsic motivational level of professional librarians and quasi-professional librarians in Nigerian university libraries, revealed a general dissatisfaction with training opportunities, professional development, work environment, sabbatical leave, communication and management style. The most important reason for productivity loss was poor working morale, this includes the absence of productive team spirit, low motivation, poor sense of belonging, and people feeling undervalued and poorly rewarded. Happy and motivated workers are assets in any establishment. Thus, library managers must be able to apply extrinsic motivational factors to engender good job performance among library personnel, in this way; good job performance translates to efficient and effective library services to their clientele and in a way helping to achieve the mission and vision of the parent institutions.

Research Methodology

This study was conducted on library personnel in universities and institutes of agriculture in Nigeria. The population for this study comprises of four hundred and seventeen (417) library personnel. The survey design was adopted for the study and total enumeration was used as the sampling technique because of the small number of population of the library personnel in the universities and institutes of agriculture in Nigeria. A structured questionnaire was used to collect data on the demographic characteristics, level of job performance and extrinsic motivational factors. Out of the 417 copies of questionnaire that was distributed, a total of 411 (95.5%) copies of questionnaire were retrieved and found useful. The data were analyzed with frequency counts, percentages, mean, and standard deviation while linear regression was used to analyze the influence of extrinsic motivational factors on job performance of library personnel.

Result

Table: 1 Demographic Characteristics of Respondents

Institutions	Number of Respondent	Percentage (%)
FUNAAB	91	22.14
FUAM	126	30.66
MOUUAU	80	19.46
CRIN	29	7.06
FRIN	30	7.30
NIHORT	45	10.95
IAR&T	10	2.43
Total	411	100.0
Designations		
Professional Librarians	239	58.15
Library Officer	116	28.22
Library Assistants	56	13.63
Total	411	100.0
Gender		
Male	210	51.0
Female	201	49.0
Total	411	100.0
Marital Status		
Single	61	14.8
Married	340	82.8
Others	10	2.4
Total	411	100.0

Table 1 reveals that 30.66% of the respondents were from the Federal University of Agriculture, Markurdi (FUAM), this is followed by Federal University of Agriculture, Abeokuta (FUNAAB) 22.14%, Michael Okpara University of Agriculture, Umudike (MOUUAU) 19.46%, National Horticultural Research Institute (NIHORT) 10.95%, Forestry Research Institute of Nigeria (FRIN) 7.30%, Cocoa Research Institute (CRIN) 7.06% and Institute of Agricultural Research and Training (IAR&T) 2.43%. It was revealed from the table that 58.15% of professional librarians in Nigerian universities and institutes of agriculture constituted the largest number in

the library, while 28.22% were made up of library officers known as para-professionals and 13.63% are library assistants known as non-professionals. They perform duties assigned and supervised by the professional librarians. It was also revealed that 51.0% of the respondents were males. This shows that there were slightly more men in the librarianship profession than women in Nigeria. It was also revealed that majority of the respondents were married 82.8%.

Table 2 Distribution of respondents on level of job performance of library personnel

S/N	Job performance of library personnel	Very high Level	High Level	Moderate Level	Low Level	Mean	Standard deviation
Statements							
Collection development and acquisition							
1.	Assisting users in choosing materials in their relevant fields.	228 (55.47%)	108 (26.28%)	68 (16.55%)	7 (1.70%)	3.06	0.704
2.	I contribute in decision of what materials to be obtained in my library.	105 (25.55%)	162 (39.42%)	124 (30.17%)	19 (4.62%)	2.87	0.849
3.	I come up with new ideas on purchase of materials for my libraries.	119 (28.95%)	177 (43.07%)	70 (17.03%)	45 (10.95%)	2.77	0.915
4.	I play a pivotal role in identifying publishers, and ascertain what journals or books exist and how much they cost.	217 (52.80%)	80 (19.46%)	56 (13.63%)	58 (14.11%)	2.77	0.919
Mean and SD						2.86	0.70
Cataloguing and classification							
5.	I organise and provide access to information – physically and electronically.	130 (31.63%)	208 (50.6%)	70 (17.03%)	3 (0.73%)	3.13	0.707
6.	Creating better processes and opportunities to reduce workload.	120 (29.20%)	222 (54.01%)	69 (16.79%)	0 (0%)	3.12	0.667
7.	Taking responsibility in organising materials in an easy and accessible way.	148 (36.01%)	142 (34.55%)	121 (29.44%)	0 (0%)	3.07	0.809
8.	I attach appropriate classification numbers to books for easy retrieval by users.	132 (32.12%)	187 (45.50)	90 (21.90%)	2 (0.49)	3.04	0.781
9.	I file the catalogue cards sequentially and promptly for speedy information retrieval.	116 (28.22%)	220 (53.53%)	53 (12.90%)	22 (5.35%)	3.03	0.804
Mean and SD						3.07	0.61
Reference work							
10.	Always willing to advise users and provide quick and easy access to information.	194 (47.20%)	157 (38.20%)	60 (14.60%)	0 (0%)	3.33	0.716

11.	Listening to user's needs and responding to their queries promptly.	133 (32.36%)	217 (52.80%)	60 (14.60%)	1 (0.24%)	3.19	0.611
12.	I do not waste the time of a user.	133 (32.36%)	214 (52.07%)	63 (15.33%)	1 (0.24%)	3.17	0.680
13.	Disseminating accurate, thorough and reliable information to subject matter.	125 (30.41%)	201 (0.49%)	83 (20.19%)	2 (0.49%)	3.09	0.720
Mean and SD						3.19	0.57
Preservation, conservation and archiving							
14.	I pay attention to materials that need to be treated urgently.	129 (31.39%)	228 (55.47%)	51 (12.41%)	3 (0.73%)	3.18	0.663
15.	Jealously preserving certain information for posterity sake.	123 (29.92%)	217 (52.80%)	65 (15.82%)	6 (1.46%)	3.11	0.710
16.	Appropriately and tidily handling information.	123 (29.92%)	216 (52.55%)	72 (17.52%)	0 (0%)	3.11	0.671
17.	Maintaining steady communication with the head of my unit on materials that need to be archived.	133 (32.36%)	184 (44.77%)	94 (22.87%)	0 (0%)	3.10	0.733
Mean and SD						3.12	0.58
User education							
18.	Participating in user training programmes.	157 (38.20%)	180 (43.80%)	62 (15.09%)	9 (2.19%)	3.20	0.781
19.	Maintaining steady assistance to users.	119 (28.95%)	241 (58.64%)	51 (12.41%)	0 (0%)	3.17	0.622
20.	Regularly find means to guide users in using electronic resources.	110 (26.76%)	245 (59.61%)	43 (10.46%)	13 (3.16%)	3.10	0.700
Mean and SD						3.15	0.59
Grand mean and SD						3.63	0.61

(N=411)

A four-point scale classified into Very high level, High level, Moderate level and Low level was used to elicit information from the respondents. Findings revealed that reference work (mean=3.19, *SD*=0.57) ranked highest by the mean score rating and was followed by user education (mean=3.15, *SD*=0.59) and preservation, conservation and archiving (mean=3.12, *SD*=0.58) and cataloguing and classification (mean=3.07, *SD*=0.61). Collection development ranked the least (mean=2.86, *SD*=0.70). The inference drawn from the moderate level of collection development might have risen from the fact that it is not an all task activity. It does not involve all the library personnel; rather it is part of the job performed by the professional library personnel. Consequently, the grand mean of the level of job performance of library personnel was 3.63 which implies that the respondents' opinions are really strong and standard deviation of 0.61 implies that the respondents do not differ much in their views.

Table 3: Distribution of respondents on the extrinsic motivational factors that motivate library personnel in universities and institutes of agriculture

S/N	Motivational Factors	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided	Mean	Standard deviation
	Statements	5	4	3	2	1		
Extrinsic								
1.	Conducive working environment is essential for any employee to put in his best.	192 (46.72%)	187 (45.5%)	8 (1.95%)	15 (3.65%)	9 (2.19%)	4.31	0.845
2.	It is important for library authorities to make adequate provision for library personnel's physiological and basic needs.	126 (30.66%)	273 (66.42%)	0 (0%)	4 (0.97%)	8 (1.95%)	4.27	0.542
3.	Regular payment of my salary is motivational.	45 (10.95%)	340 (82.73%)	9 (2.19%)	7 (1.70%)	10 (2.43%)	4.25	0.777
4.	My promotion and career progression is certain	158 (38.44%)	126 (52.55%)	10 (2.43%)	26 (6.33%)	1 (0.24%)	4.18	0.910
5.	Without interaction, work becomes uninteresting and tiring.	93 (22.63%)	288 (70.07%)	3 (0.73%)	19 (4.62%)	8 (1.95%)	4.09	0.699
6.	There is a sense of security from physical harm in my library.	230 (55.96%)	123 (29.92%)	18 (4.37%)	39 (9.49%)	1 (0.24%)	4.06	0.862
7.	My organisation is interested in my safe accommodation	230 (55.96%)	123 (29.93%)	1 (0.24%)	39 (9.49%)	18 (4.38%)	3.99	0.867
8.	Frequent rise in pay in my organisation usually gears me up.	75 (18.25%)	252 (61.31%)	6 (1.46%)	44 (10.71%)	34 (8.27%)	3.84	0.895
9.	Aside my salary, the fringe benefit I receive is enough to motivate.	78 (18.98%)	205 (49.88%)	78 (18.25%)	57 (13.87%)	65 (15.82%)	3.71	0.976
Mean and SD							4.07	0.50

(N=411)

Table 4.4 indicates a five-point scale used to elicit information from the respondents. Findings showed that conducive working environment is essential for any employee to put in his best (mean=4.31, SD=0.845) ranked highest by the mean score rating followed by it is important for library authorities to make adequate provision for library personnel's physiological and basic needs (mean=4.27, SD=0.542), regular payment of my salary is motivational (mean=4.25, SD=0.777), my promotion and career progression is certain (mean=4.18, SD=0.910), without interaction, work becomes uninteresting and tiring (mean=4.09, SD=0.699), there is a sense of security from physical harm in my library (mean=4.06, SD=0.862), my organisation is interested in my safe accommodation (mean=3.99, SD=0.867), frequent rise in pay in my organisation

usually gears me up (mean=3.84, SD=0.895) and aside my salary, the fringe benefit I receive is enough to motivate ranked least (mean=3.71, SD=0.976).

Table 4: A Summary of linear regression analysis showing the influence of extrinsic motivation on job performance

Predictor	Unstandardized Coefficients		Standardized coefficients	T	Sig
	B	Standard Error	Beta		
(Constant)	1.604	.186	.367	8.612	.000
Extrinsic	.362	.045		7.988	.000

$R = .367, R^2 = .135, Adj R^2 = .133, F (1,409) = .63.811$

Table 3 showed the influence of extrinsic motivation on job performance. The result of linear regression showed that extrinsic motivation does have a significant influence on job performance ($\beta = .367, p < .05$). This implies that extrinsic motivation predicts job performance. Therefore, the hypothesis that extrinsic motivation does not significantly affect job performance is rejected.

RECOMMENDATIONS AND CONCLUSION

It is recommended that universities and institutes of agriculture in Nigeria should make provision for adequate motivational factors for optimal job performance. The study also recommends that the library management should spread across extrinsic motivational factors to all library personnel.

This study provided empirical evidence on how extrinsic motivational factors relate to job performance of library personnel in universities and institutes of agriculture in Nigeria. Its findings clearly indicates that job performance of library personnel is high due to the application of extrinsic motivational factors.

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