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## Motivation and Job Performance of Library Workers in Colleges of Education, South-West, Nigeria

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# MOTIVATION AND JOB PERFORMANCE OF LIBRARY WORKERS IN COLLEGES OF EDUCATION, SOUTH-WEST, NIGERIA

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## Abstract

*Motivation is one of the key factors in the job performance of employees, especially in colleges of education libraries. Despite their being important, there is a lingering need to find their effect on the job performance of library workers in colleges of education in South-west, Nigeria. A Survey research design of correlational approach was adopted using a questionnaire as the only data gathering instrument of information from the respondents. On the whole, 210 copies of the questionnaire were administered; out of which, a total number of 198 copies were retrieved this gives 94.3% return rate of the administered research instrument for the study. The data for this study was analyzed using descriptive statistics such as frequency count, simple percentages method, mean and standard deviation. The hypothesis was analyzed using simple regression analysis. The result affirmed that the level of job performance of library workers in colleges of education in South-West, Nigeria was high. The study established that motivational factors extensively predict job performance of the library workers. Findings also indicated that there was a positive significant influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria, [ $t(190) = 8.422, p < .05$ ], which implies that library workers cannot perform best on their job when motivated. The study concludes by recommending, that that motivational strategies applied by the college management paved a good way for library workers on job performance in South-West, Nigeria and this must be sustained by the college administrators.*

**Keyword:** Motivation, Job performance, Library workers, Colleges of education, South-west, Nigeria.

## **Introduction**

Universally, it is acknowledged that job performance is influenced by motivation and can be triggered by financial and non-financial factors summarily referred to as reinforcements. The term motivation has been described by Solomon, Hashim, Mehdi and Ajagbe (2012) as an extra compensation given to employees for work performance in organisation in order to encourage them to do more. Palmer (2012) notes that they are usually given to workers on the basis of individual's excellent performance to inspire them to work harder and produce more results. He similarly stated that the absence of appropriate motivation and reward system for exceptional performance weakens employees' morale to work; thereby negatively affecting the organisation's overall performance. As Ohiwerei and Emeti (2011) rightly state that high performance of library workers depends on the provision of inducements and the effectiveness of the personnel. Implicit in the above statement is that motivation make employees feel valued and cherished by their organisations, thereby making them put extra effort, especially in recognition that there is a repayment accruing from there.

Alfandi and Alkawsaneh (2014) describe motivation as methods used by organisations to inspire workers to work with high spirit, thereby positively directing them into working harder towards the attainment of the goals of the organisation and maintenance of absolute employee loyalty to the organisation. In a study carried out at the Ohio State University's Piketon Research and Extension Centre by Lindner (2012), employee motivational factors were ranked in importance in the following order: interesting work; full appreciation of work done; good working conditions; and growth in the organisation; personal loyalty to employees; tactful discipline; and sympathetic help with personal problems. Others include salary/wages, library policies, communication styles and engagement of workers in the administration, promotion job security and special recognition. Studies on work motivation appear to confirm that it improves workers' overall performance. Brown and Shepherd (2010) examine the characteristics of the work of librarians in four major categories: knowledge base, technical skills, values, and beliefs. Their report indicates that workers will succeed in any challenges if only they are inspired by deeply-held values and beliefs regarding the shared vision that encourages development.

Job performance is influenced by organisation commitments that have to do with increased emolument like salaries/wages given to its workers. Financially, salaries ought to be commensurate with worker's performance. This offers a great sense of ownership and an

interesting financial gain for the employees. To attain reasonable development in the library, Sagie and Aycan (2003) reiterate that employees must be given authority and the freedom to participate in the decision making process. Having sense of belonging encourages workers to find out and use their full potential with a view to better the lot of the library, control over their own jobs is the main driving force of empowerment that facilitates growth and better job performance. This means that workers are consulted or allowed to participate in decision making process on matters that have an effect on them while it encourages high input from the workers.

According to Shah and Shah (2015), motivation is aim at stimulating people to work, separately or in groups in the ways that will yield best results. It is the readiness to exert energy towards organisational goals conditioned by the efforts and ability to satisfy some individual need. In other words, motivation is geared towards ensuring that people carry out a given task or job based on the zeal they have towards the particular job. Motivation of workers is crucial in achieving job effectiveness and best output of workers in an organisation. The higher the level of workers motivation, the higher the quality of a worker's contribution to the achievement of the organisational goals and objectives (Henman, 2009, Ugah & Okpara, 2010). Motivation could exert tremendous influence on the performance of workers. A motivated worker would see no sacrifice too great to pay in a bid to advance the progress of his or her establishment. Such an employee would be willing to spare no effort in ensuring that his organisation succeeds since he believes that his success resides in the overall success and breakthrough of the organisation.

Motivation can come in different forms. It can come in form of the nature of the job itself. That is, when the job is enriched and made attractive to the worker. It can come in form of paying adequate salary to the worker. The satisfaction comes when the workers discovers that his salary and other allowances are far better than those of his colleagues in comparable organisations (Adam, 2010). Generally, it is assumed that when employees are well paid, they will be inspired to perform better on their job. This is based on the premise that high wage can stimulate an employee to committing more time and energy for better performance.

Since libraries and librarians contribute to organisational productivity, the creation of an information environment that would enhance productivity is a necessity. The contribution of the employees and their participation in designing the library policy are essential for the well-being of the library. The library policy encompasses best practices in service provision and

delivery while users satisfactory must entrenched in the policy formulation. A good quality policy system will increase employees, patrons' confidence and the library credibility in improving work processes and efficiency. According to Ofstad (2013), employee participation in decision making tends to trigger him to fully involve in the administration and policy formulation as strategies for development. Therefore, leaders have a vital role to play in creating a democratic conducive working environment in which team and individual members of the organization can excel. Library communication styles embrace upward and downward flows of information through individual's commitment to share knowledge and discuss issues of common interest. Good leaders appreciate the integrity of others based on their relationships or mutual trust, support, a sense of justice, fair play and a belief in the common value of upward and downward communication. One of the way managers can motivate workers is to allow full participation in the daily activities of the organization by sharing information, subordinates compete with each other and get a reasonable output.

Workers' training is another dynamic strategy for motivating workers to perform better in any challenging work. The library organisation must have good training programme. This will give the library workers impetus for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. It will assist them to identify the various roles they could undertake and skills they may want to effectively exploit in their environment. Trained library workers are expected to be more productive as a result of investment in training made on them. Staff development can be described as a coin with two sides benefits- benefits to the concerned staff and benefits to the organisation. Benefits derived by staff are in form of job status elevation or promotion, job satisfaction, job responsibility and attached financial and other fringe benefits. Oduwaye (2012) opines that promotion is the advancement of an employee to a higher position or level. This may be in terms of greater opportunities, more prestige or status, greater skills and especially increased rate of pay. Lingham (2013) posits that an employee's career progression or promotion facilitates in gaining a level of freedom that provides job security, satisfaction and importantly, a feeling of professional fulfillment. Benefits to the organization is in form of high productivity, efficient service delivery, expertise displayed, loyalty and cost reduction (Pan and Hovde, 2010; Smith, 2010).

In addition, Herzberg (1966) in his hygiene-motivation theory differentiates between the two-factors theory (motivators and hygiene). The absence of hygiene factors will make workers unhappy or dissatisfied while motivator factors are those factors which if present will make

workers to be happy or satisfied. The motivator factors include: salary/wages, library policies- users centre, communication styles- upward and downward, promotion, job security. These non-financial motivations have a positive influence on job performance. Intrinsic motivation is concerned about the feeling of being recognized, praised for job well done, assigning position of responsibility and workers' fulfillment. Intrinsic motivation is driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on any external pressure. Therefore, workers motivation cannot be treated in isolation without mentioning the library worker's environment. The library worker's environment comprises social and physical situation in his work place. The social environment consists of human beings and interaction among colleagues. An examination of literature reveals that studies had been conducted on factors influencing job performance of workers in Nigeria. One of such studies was carried out by Nwachukwu (2010) on effectiveness of leadership and workers' job performance. According to his study, low level of job performance of Nigerian workers was reported. Babalola and Nwalo (2013); Akor (2014) also reported job performance of librarians to be low. This is greatly influenced by several factors, one of which is employer's failure to provide adequate infrastructure while staff were not well motivated. Similarly, the Management at workplace fails to realise the fact that an average man tends to put in his whole effort in whatever will benefit him. One would have thought that the Management would utilise motivational traits such as good salary package, promotion, job security and staff training to facilitate and enhance workers job performance.

### **Objectives of the Study**

1. determine the level of job performance of library workers in colleges of education in South-West, Nigeria;
2. examine the level of motivation of library workers in colleges of education in South-West, Nigeria;
3. examine the influence of motivation on job performance of colleges of education in South-West, Nigeria

### **Research Questions**

1. What is the level of job performance of library workers in colleges of education in South-West, Nigeria?

2. What is the level of motivation of library workers in colleges of education in South-West, Nigeria?

### **Research hypotheses**

The following null hypothesis was tested at 0.05 level of significance

**H<sub>01</sub>:** Motivation have no significant influence on job performance of library workers in colleges of education in South-West, Nigeria.

### **Literature review**

Job performance has been variously conceptualised by scholars, although with a common emphasis on output and goal accomplishment. According to Bevan (2014), performance is an essential factor influencing productivity and profitability of any organisation. Al-Omari and Okasheh (2017) also described job performance as the behaviour or activities geared towards the attainment of organisational goals and objectives. This was supported by Amusa, Iyoro and Olabisi (2013), who also defined job performance as the output of a staff on the job, measured in terms of the quality and quantity of job done. In line with the above, job performance can be said to be what employees do to achieve the goals of the organisation, usually measured in terms of quality, quantity, efficiency and effectiveness of output.

Studies by Benrazavi and Silong (2013) have proven that variables which include teamwork and task accomplishment are germane to improving the degree of job performance of workers in any library which in turn determines the level of productivity. According to Austin, et al 1991, cited in Villamova, Austin & Borman, 2015, job performance is regarded as that aspect of work behaviour domain that is of relevance to the job and the organisation's objectives.

A study conducted by the Canadian Life Group Insurance (2013), revealed that employees' job performance was impacted upon by issues like health, finances and personal life. Of the 1,000 workers interviewed, 85% of employees stated their job performance is affected by issues inside and outside the workplace. Personal problems were indicated by 40% of the respondents as the key issue affecting the job performance of employees. A quarter of the respondents reported that financial concerns led them to feel overwhelmed while at work. Just 15% claimed that they had no external worries that would unduly distract them from carrying out their work duties in an efficient manner. The survey also revealed that employees are under more pressure and struggling to cope with the demands of their job. The findings of this study have implications for the Nigerian society in many ways. Economic

recession, high rate of kidnapping and bombings in some part of Nigeria are more than enough problems to tackle by both employers and employees generally. Life and financial security are germane to employees' productivity and job performance.

Motivation comprise of different indicators that could be used to stimulate workers for optimal output. Such incentives are what Ayesha, Aslam, Amna, Tahleel and Hina (2015) observed as; reward and compensation system on the performance of employees. The research showed that the most significant variable in the research rewards and compensation had a great effect on the performance of employees. It boosts up the efficiency of employees. Zaherawati, Zaliha, Nazni, Mohd and Zuriawati (2011) investigated the relationship between employees' perception of transparency, fairness, controllability and the reward values of reward practice and employees' performances at Toyota 3S Centre SP Selatan Otomobil Sdn Bhd, Kedah. The employees were given questionnaire regarding the reward practice in the organisation. The result of the findings indicated that all factors did not significantly contribute to the employees' performances. Moreover, even the transparency factor which gives the highest degree of contribution was still not significant. As recommended, the study suggests that organisation should be aware of the rights of the other potential employees to be listed in the reward programme. The reward values may not necessarily be in the monetary form, but should also alternatively be provided in another form such as the employer's appraisal in the employee recognition. In future research, the employees and the employer should have a good relationship to get the win-win situation in reward practice.

Olurotimi, Norida, Rahman and Norhidayu (2016) studied recognition and appreciation as intrinsic ways of getting employee motivated. This study aims to discover employees' perceptions of recognition and appreciation among Telekom Malaysia (TM) employees in Melaka and the psychological influence it has on their job satisfaction, performance, productivity and commitment towards the organisational goals and objectives. This study utilized survey research method. The constructs used in this study were operationalized using previously-validated and originally developed measures with little or no modifications where necessary to suit the research context. Structural equation modeling was used to find the level of influence of recognition and as well as the level of appreciation towards employee job satisfaction and performance.

Omotayo, Pavithra and Adeniji (2014) analysed the impact of compensation system on the job performance of employees in private institutes in Ogun State, South-West Nigeria by

using questionnaire to elicit information. They found that institutes which have more appropriate compensation packages establish an affirmative effect on the employee's performance, therefore, the turnover of an employee becomes less if appropriate compensation were not offered. Muhammad (2010) also studied the variety of compensation on employee performance in an organisation and concluded that compensation is in the form of motivation such as salaries. This revealed a significant employee performance in Local Revenue Management Unit in Ogun State, South-West Nigeria. In contrary, Idemobi, Onyeizugbe and Akpunonu, (2011) studied the extent to which compensation motivation can be used as a tool for improving organisational performance in a typical public sector. This study was conducted in Anambra State of Nigeria Civil Service, using questionnaire to elicit information. They concluded that the outcome of hypothesis revealed that the reform programmes of the Anambra State Government have not had a significant effect on financial compensation policies and practices of the civil service. Research consistently finds that people care about fair treatment and recognition can also be referred to as intrinsic motivation are basic psychological process that become significant and inevitable to every human in the organisation.

Malowi and Babandako (2011) studied on the academic staff level of motivation, dissatisfaction and work performance at Ibrahim Badamasi Babangida University, Lapai, Nigeria, a total of 141 or 64% of the academic staff of the University were sampled out of a population of 219 academic staff. The study revealed that academic staff are very highly motivated at work and have a high satisfaction level with the working environment. The study further revealed that staff performance as it relates to teaching is very high while their performance in the areas of research and other publications is moderate.

A number of studies have also examined the antecedents of work motivation factors influencing research productivity. For instance, Metiboba and Adewole (2009) studied how workers' efficiency and performance can be improved by the introduction of incentives and work benefits as strategies of motivation at work. The study clearly demonstrated the significant impact of motivational factors on employees' morale and job performance of workers in the manufacturing industries selected for the study. Hence, a highly motivated staff will be ready to respond favourably to organisational goals. Previous studies like Aarabi, Subramaniam & Akeel (2015) confirmed the positive relationship between motivational factors such as training, salary, fringe benefits, promotion with job performance in Malaysian organizations. In addition, Ali and Ahmed (2009) noted that there is a statistically significant

relationship between reward and recognition, as well as motivation and satisfaction. Thus, if rewards or recognition offered to employees are altered, then there would be a corresponding change in work motivation and satisfaction of employees. In order to make employees more satisfied and committed to their job, there is a need for strong and effective motivational strategies at various levels of the organization

Haizlip (2010) opined that motivation makes library organisation to be more fruitful because when workers are involved in decisions that affect them in the library, it increases their personal commitment and also stimulates them to be promoters of such decisions. In the same vein, Agarwal (2013) contended that when employees are involved in decision making and development, they implement changes that affect them faster which lead to higher performance than employees who are just informed about the adjustment. According to Blanchard and Witts (2011), inspired employees have the tools, training, support and authority to perform their jobs effectively. This implies that workers who are highly motivated look for ways to improve their practices and execute their job.

Motivating workers contributes positively to the growth of the library as this is essential to the organisational success and development. It is seen as a forecaster for job performance of library workers (James, 2011). Awolusi (2013) investigated the sources of motivation among employees in Nigeria, the majority of the respondents unanimously indicated good salaries and fringe benefits as their best source of inspiration. In contrary, Obiora, Ugwoegbu and Okeke (2013) observed that money is not enough to inspire library workers because it only plays common denominator of all things, that is, when there are issues on staff welfare, once money is involved the manager only addressed the issue of money which he know it will calm down the workers involved without addressing other issues such as job security, transportation, job training, responsibilities from organisation, recognition and rewards that can bring comfort in carrying out their job effectively. However, it is also seen as moving factors towards doing the job and achieving the library goals.

Uzonna (2013), reported that non-monetary motivation variables have low impact in inspiring employees while fringe benefits and salary have the most important impact on library workers performance, he however, concluded that when it comes to bringing out the best performance of employees, growth opportunities, recognition and non-cash rewards are more effective influential than money. Obiora, et al. (2013) stated that for library workers to discharge their duties professionally with passion and sensitivity, library managers or

management must identify non-monetary motivation variable such as security, giving room for interactions among staff, feedbacks on job done, emotional needs, or it may include specific needs such as resting and eating, hobby and promotion that can inspire workers aside money. Siamuzwe (2012) concluded that the need to inspire employee either with intrinsic or extrinsic reward is very significant to put up higher performance to enhance productivity which has been universally accepted based on his research an investigation of levels of incentives among library workers in tertiary institution libraries of learning in Zambia. Hence, inspiring workers are very important in information services delivery to library patrons because it raises workers' morals to work assiduously and achieve results.

## Methodology

Survey research design of correlational type was used for this study. Specifically, the study focused on the library workers in the Federal College of Education, Abeokuta, Federal College of Education, Oyo, Federal College of Education, Akoka, Adeyemi College of Education, Ondo, College of Education, Ila-Orangun, Osun State and College of Education, Ikere, Ekiti State. The professionals, para-professionals and the supporting staff in the libraries of these Colleges of Education constitute the human population of the study which are 57 librarians and 153 senior and junior staff, making 210 in all. The instrument used in collecting data for this study is both adapted and structured questionnaire. On the whole, 210 copies of the questionnaire were administered; out of which, a total number of 198 copies were retrieved this gives 94.3% return rate of the administered research instrument for the study. The data for this study was analyzed using descriptive statistics such as frequency count, simple percentages method, mean and standard deviation. The hypothesis was analyzed using simple regression analysis.

## Result and discussion

**Table 1: Demographic characteristics of the respondents**

<b>Demographic statement</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Name of institution</b>		
Federal College of Education, (Special) Oyo	43	22.4
College of Education, IkereEkiti,	41	21.4
Adeyemi College of Education, Ondo	35	18.2
College of Education, IlaOrangun, Osun	33	17.2
Federal College of Education, Abeokuta,	25	13
Federal College of Education, (Technical) Akoka, Lagos	15	7.8
<b>Total</b>	<b>192</b>	<b>100</b>

**Gender**

Male	81	42.2
Female	111	57.8
<b>Total</b>	<b>192</b>	<b>100</b>

**Ages of respondents**

<20	14	7.3
21-30	64	33.3
31-40	58	30.2
41-50	29	15.1
51-60	25	13
>61	2	1
<b>Total</b>	<b>192</b>	<b>100</b>

**Highest Educational qualifications**

O/level	38	19.7
Diploma	25	13
Bachelor's degree	79	41.1
Master's degree	47	23.9
PhD	2	1
<b>Total</b>	<b>192</b>	<b>100</b>

**Designation**

Administrative Officers	35	18.2
Library Officers cadre	27	14
Librarian II	48	25
Librarian I	31	16.1
Senior librarian	42	21.8
Chief Librarian	9	4.6
<b>Total</b>	<b>192</b>	<b>100</b>

**Working experience**

<6 years	63	32.8
6-10 years	44	22.9
11-15 years	27	14.1
16-20 years	28	14.6
21-25 years	19	9.9
26-30 years and above	11	5.7
<b>Total</b>	<b>192</b>	<b>100</b>

**Source:** Researcher's Field survey, 2019

Table 1 shows the distribution of respondents by socio-demographic characteristics and number of respondents in the six colleges of education in South-West, Nigeria. Federal College of Education. (Special) Oyo recorded the highest number of respondents 43(22.4%), followed by College of Education, Ikere-Ekiti 41(21.4%) while Federal College of Education, (Technical) Akoka, Lagos, had the least number of respondents 15(7.8%).

The Table further reveals the results on gender distribution as 111(57.8%) of the respondents were female and 81(42.2%) were male. This implies that there are more females than males in the librarianship profession in South-West, Nigeria.

In respect of the respondents' age, the modal age of the respondents (122 (66.5%)) fall within the age bracket of 21-40 years followed by 31-40 while the least age is > 61. This implies that the workforces in colleges of education libraries are young and energetic staff.

The results on the pattern of educational qualification of the respondents show Bachelor's degree holders recorded the highest frequency of 41.1% followed by Master's degree holders with 22.9% respondents while the least score was PhD with 1%. This implies that for proper discharge of duties in the colleges of education in South-West, Nigeria, higher education is unavoidable.

It was also discovered from the research that 48 (25%) of the library workers in colleges of education, South-west, Nigeria belongs to Librarian II cadre, Librarian I cadre 42 (21.8%), Librarian I cadre 31(16.1%) and Library Officers cadre 27(14%). This implies that majority of the workforces in the libraries are professionals.

The result also shows that majority of the respondents (32.8%) had less than 6 years of work experience and 22.9% between 6 and 10 years while 5.7% of the respondents had between 26 and 30 years and above. The result implies that there are young enterprises in the profession with experienced workers that can impact on the new ones to make a formidable force in the system.

**Table 2: Level of job performance of library workers.**

S/ N	Statements	VHL (%) 4	HL (%) 3	ML (%) 2	LL (%) 1	M	SD	AM
	<b>Quality of work</b>							<b>3.39</b>
1	I always put in my best to achieve the goals and objectives of the library	102 (53.1)	80 (41.7)	9 (4.7)	1 (.5)	3.47	0.61	
2	I spend quality time doing my work	106 (55.2)	70 (36.5)	14 (7.3)	2 (1)	3.46	0.68	
3	I have ability to perform official duties with a quality output	87 (45.3)	93 (48.4)	9 (4.7)	3 (1.6)	3.38	0.65	
4	I provide realistic and clearly defined quality goals to the clientele	73 (38)	94 (49)	23 (12)	2 (1)	3.24	0.70	
	<b>Productivity</b>							<b>3.30</b>
9	I do a lot to ensure delivery of workload	89 (46.4)	81 (42.2)	17 (8.9)	5 (2.6)	3.32	0.75	
10	My work output gives me a feeling of personal accomplishment	75 (39.1)	105 (54.7)	8 (4.2)	4 (2.1)	3.31	0.65	
11	Feedback reports indicate users' satisfaction in meeting their information needs	77 (40.1)	100 (52.1)	13 (6.8)	2 (1)	3.31	0.64	
12	When the need arises, I combine professional, technical and administrative expertise to enhance my job productivity in the library	73 (38)	78 (40.6)	34 (17.7)	7 (3.6)	3.13	0.83	
		<b>Overall mean=3.34</b>						

**Key:** Very High Level (VHL), High Level (HL), Moderate Level (ML), and Low Level (LL)

**Decision Rule:** 1-1.4 = LL (Low Level), 1.5-2.4 = ML (Moderately Low), 2.5-3.4= HL (High Level), while 3.5-4.0 = VHL (Very High Level) the criteria mean =2.50 that is  $4+3+2+1=10 \div 4 = 2.5$ . This implies that any score less than 2.5 is considered low level.

Table 2 shows the expression of opinion by library workers on the level of job performance. The overall mean score is 3.34 on the scale of 4, which indicates a high level of job performance. The data in respect of quality of work resulted in average mean of 3.39. Under its sub-divisions, I always put in my best to achieve the goals and objectives of the library had the mean score of 3.47. I spend quality time doing my work had a mean score of 3.46 and having the ability to perform official duties with quality output had a mean score of 3.38. The mean value explains that the respondents on the average agree to a “high” disposition as regard these statements.

Specifically, under productivity the mean score is 3.27. The first response is ensuring workload delivery with a mean score of 3.32 and ‘high level of work output gives workers a feeling of personal accomplishment with mean score 3.31. It can therefore, be inferred that the job performance of these library workers in colleges of education in South-West, Nigeria is high.

**Table 3. Level of motivation of library workers**

S/N	I am motivated with the followings:	VHL (%) 4	HL (%) 3	ML (%) 2	LL (%) 1	M	SD	AM
1	Regular payment of salary	78 (40.6)	74 (38.5)	31 (16.1)	9 (4.7)	3.15	0.86	<b>2.89</b>
2	Job security in the library	66 (34.4)	75 (39.1)	43 (22.4)	8 (4.2)	3.04	0.86	
3	Proper communication that exist between management and library workers	59 (30.7)	80 (41.7)	49 (25.5)	4 (2.1)	3.01	0.81	
4	Free expression of employees at workplace	62 (32.3)	73 (38)	51 (26.6)	6 (3.1)	2.99	0.85	
5	Elated whenever I get promoted at the appropriate time	55 (28.6)	93 (48.4)	32 (16.7)	12 (6.3)	2.99	0.84	
6	Provision for psychological and basic needs	66 (34.4)	62 (32.3)	59 (30.7)	5 (2.6)	2.98	0.87	
7	The developmental policy which is applicable to all library workers	56 (29.2)	79 (41.1)	52 (27.1)	5 (2.6)	2.97	0.82	
8	Morale booster for efficient service	53 (27.6)	72 (37.5)	58 (30.2)	9 (4.7)	2.88	0.87	
9	Recognition for personal contribution to the library growth.	50 (26)	75 (39.1)	59 (30.7)	8 (4.2)	2.87	0.85	
10	Recognition for outstanding performance	49 (25.5)	79 (41.1)	52 (27.1)	12 (6.3)	2.86	0.87	
11	Attaining constant job feedback for better performance	49 (25.5)	80 (41.7)	51 (26.6)	12 (6.3)	2.86	0.87	
12	Periodical training which contributes to my job performance	53 (27.6)	63 (32.8)	61 (31.8)	15 (7.8)	2.80	0.93	
13	Involvement in the decision making process	53	61	62	16	2.79	0.94	

		(27.6)	(31.8)	(32.3)	(8.3)		
14	Attending conferences, seminars and workshops	51 (26.6)	59 (30.7)	69 (35.9)	13 (6.8)	2.77	0.92
15	Empowerment that encourages my achievement in the library	51 (26.6)	54 (28.1)	61 (31.8)	26 (13.5)	2.68	1.01
16	Allowance for outstanding achievements	45 (23.4)	53 (27.6)	63 (32.8)	31 (16.1)	2.58	1.02

**Key:** Very High Level (VHL), High Level (HL), Moderate Level (ML), and Low Level (LL)

**Decision Rule:** if mean falls between 1-1.49= Low Level, 1.5-2.49=Moderate Level, 2.5-3.49=High level, 3.5-4= Very High Level

Table 3 shows the level of work motivation on job performance of library workers in colleges of education in South-West, Nigeria. The overall mean score of 2.89 on the scale of 4 which indicates a high level of motivation. The results show that regular payment of salary was considered high with mean score of 3.15, job security (mean=3.04), proper communication that exist between management and library workers (mean=3.01), “free expression of employee at workplace” (mean=2.99), “morale booster for efficient service” (mean=2.88) and “recognition for personal contribution to the library growth” (mean=2.87) had high mean scores which indicates that majority of the respondents on average were in agreement with the statements on a high dispositions. The results further show that empowerment given to them encourages their achievement in the library” (mean=2.68) and “special recognition is bestowed on workers with outstanding achievement” with mean score 2.58 were rated high. Thus, it can be inferred that workers will be motivated if those indicated criteria are met.

**Hypothesis 1: Motivation has no significant influence on job performance of library workers in colleges of education in South-West, Nigeria.**

Table 4: Ordinary Least Square (OLS) regression analysis of the influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria

<b>Model Summary</b>					
R=0.521					
Multiple R <sup>2</sup> = 0.272					
Multiple R <sup>2</sup> (Adjusted) = 0.268					
Standard Error Estimate = 3.04461					
F (1, 190) = 70.932 , p = 0.000					
	Unstandardized Coefficients		Standardized Coefficients	T	p
	B	Std. Error	Beta		
(Constant)	19.417	.816		23.793	.000
Motivation	1.169	.139	.521	8.422	.000
Dependent Variable: Job performance					

**Sig. at p < 0.05**

Table 4 revealed the ordinary least square regression analysis in assessing the influence of motivation on job performance of library workers in colleges of education. The analysis revealed a significant influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria [ $t(190) = 8.422, p < .05$ ], with a small effect size ( $R$ -squared = 0.272). This implies that the hypothesis was disconfirmed while the alternate hypothesis was confirmed. The  $R^2$  value (0.272) indicates that employee motivation explains 27.2 per cent of the variance in job performance of library workers leaving 72.8% to other variables not considered in the model. The estimated OLS regression model is considered to fit the data well [ $F(1,190) = 70.932, p < .05$ ]. So, the researcher is 95% confident that the regression model used in estimating the influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria is highly reliable. This result implies that library employees' motivation contributes to their performance in colleges of education in South-West, Nigeria.

**Table 5: Analysis of the relative influences of sub-variables of motivation on job effectiveness, quality of work, productivity, teamwork and job performance of library workers in colleges of education in South-West, Nigeria**

Motivational factors	Model 1		Model 2		Model 3		Model 4		Model 5	
	Job effectiveness	Quality of work	Employee Productivity	Teamwork	Job performance					
	t	p	t	p	T	p	t	p	T	P
(Constant)	12.51	0.00	11.94	0.00	8.76	0.00	7.76	0.00	14.67	0.00
Friendly policies	3.86*	0.00	3.50*	0.00	4.19*	0.00	4.33*	0.00	5.72*	0.00
Proper communication	-0.23	0.82	0.95	0.34	-0.56	0.57	-0.15	0.88	-0.01	0.99
Regular payment of salary	-0.93	0.36	0.36	0.72	2.22	0.03	1.63	0.11	1.22	0.22
Involvement in the decision making process	0.23	0.82	0.73	0.47	-0.28	0.78	-2.17*	0.03	-0.55	0.58
Periodical training	0.29	0.77	-1.05	0.30	0.96	0.34	2.64*	0.01	1.05	0.30
Job security in the library	1.62	0.11	-1.55	0.12	0.40	0.69	2.51*	0.01	1.08	0.28
Recognition for outstanding performance	-0.88	0.38	-0.15	0.88	-0.88	0.38	0.18	0.86	-0.62	0.54
Recognition for personal contribution to the library	-1.04	0.30	1.16	0.25	-0.48	0.64	0.29	0.78	-0.03	0.98
Provision of constant job feedback	1.56	0.12	1.06	0.29	1.37	0.17	0.83	0.41	1.74	0.08
Provision of allowance for outstanding achievements	0.24	0.81	-0.38	0.70	0.80	0.43	-1.20	0.23	-0.19	0.85
<i>Goodness of Fit (FStat)</i>	4.186		4.582		6.859		8.799		10.94	
<i>Degree of Freedom (DF)</i>	10, 181		10, 181		10, 181		10, 181		10, 181	
<i>P</i>	0.000		0.000		0.000		0.000		0.000	
<i>R<sup>2</sup></i>	0.19		0.202		0.28		0.33		0.38	
<i>Adj. R<sup>2</sup></i>	0.14		.0158		0.24		0.29		0.34	

The p values of the regression results were reported in the table. \* indicates significant relative contributions of the independent variables.

Table 4.6 summarizes the relative influences of sub-variables of motivation on job effectiveness, quality of work, productivity, teamwork and job performance. Five multiple

regression models were established to measure the influence of the sub variables of motivation on job performance. The result of each model is explained accordingly in the continuing paragraphs.

### **Model Five: Motivational Factors and Job Performance**

The last model in Table 4.6 captures the relative influences of motivational factors on job performance. Out of the ten motivational factors, only friendly policies contributed to the job performance of library employees [ $t(190) = 5.72, p < .05$ ]. The remaining nine motivational factors in the model did not predict job performance of library employees. At such, they did not influence employees' performance on the job. The independent variables of regression model five explains 38.0 percent of the variance in job performance of library workers leaving 62.0% to variables not captured in the model. The  $F$  value of 10.940 ( $df=10,81, p < .05$ ) indicates that regression model established fitted well the relationship among the independent and dependent variables. This finding suggests that friendly library policies promotes an atmosphere that improves employees job performance.

### **Discussion of Findings**

1. The library workers in colleges of education in South-West, Nigeria affirmed that their level of job performance was high. They ascribed this to the determination of individuals to give their best to enhance the goals and objectives of the library while their work output gives a feeling of personal accomplishment.
2. It was reported under job effectiveness that library workers were given opportunity to carry out specific tasks that resulted in a high level of job performance.
3. The finding revealed that regular payment of salary is responsible for high job performance of library workers.
4. The analysis revealed a significant influence of motivation on job performance of library workers in colleges of education in South-West, Nigeria

### **Recommendations**

- The findings identified that motivational strategies applied by the college management paved a good way for library workers on job performance in South-West, Nigeria and this must be sustained by the college administrators.
- The study established that motivational factors extensively predict job performance of the library workers. It was established that physical work environment have positive

effect on job performance of library workers and extensively predict job performance of the library workers.

### **Conclusion**

It was also established from the study that motivation is seen as essential element that can improve job performance of library workers in colleges of educations in South-west, Nigeria. This was evidence from the positive response of respondents. The results of the study revealed that majority of the library workers agreed that the various motivation indicators raised in this study increase their job performance. It was discovered that library workers have great potentials to offer and support their workplace as a whole. There exists a greater top level support from their institution's management through the provision of motivational component that are germane to library workers' job performance. It was also established maximum cooperation exists between management and library workers, hence salary are paid at when due, recognition and rewards, updated working conditions, participations in library decision making, adequate training and re-training of library workers on their job description and adequate job security are constantly sustained. Thus, indicates avenue for positive symbolic relationship between workers and their employers for work synergy and getting them involved in library activities at international, federal, state and local level. This will make them have a sense of belong and remain loyal to the organisation.

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