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## Motivational Factors and Job Performance of Academic Librarians in University Libraries in Ogun State, Nigeria

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**ABSTRACT:** *Librarians' performance is getting tasking and duties assigned must be completed at the expected time, through an effective and efficient manner. Librarians' performance seems to be low in the libraries located in Ogun State, Nigeria where they work. Motivational factors stimulate individuals to put in their best to see to the completion of an assigned duty/task. Literature has not being fully established on how motivational factors influence job performance of librarians in Ogun State, Nigeria. It is on this premise that this study aimed to find out the influence of motivational factors on job performance of librarians in university libraries in Ogun State, Nigeria. Survey research design was used in this research. The population of the study was 201 librarians from the nine university libraries in Ogun State, Nigeria. Total enumeration technique was employed. A validated self-constructed structured questionnaire was used for data collection. A response rate of 61% was achieved. Data collected was analyzed using descriptive. The findings revealed descriptively that librarians' job performance was moderate at an overall mean score of 2.80 on a five point Likert scale with quantity of work output being the least score of 2.69. The extent to which librarians were motivated had an overall mean score of 2.00 which showed a low extent of motivation on a five Likert type scale. The most prevalent motivational factor is compensation (Mean = 2.07) while recognition of librarians was  $X=1.87$ , which indicates that librarians in these institutions were not recognized. The study concluded that motivational factors in these university libraries in Ogun State, Nigeria were low, therefore recommending that there should be an increase in the extent of motivation management of the library. Also, there be encouragement to improve performance of librarians in the libraries by the management of the libraries and the institution at large*

**KEYWORDS:** university libraries, job performance, job performance of librarians, librarians, motivational factors

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## INTRODUCTION

Every organization is established with the primary aim of fulfilling certain objective(s) or goal(s). For this to be accomplished, human and material resources are required. The managers of any organization or institution want effective and efficient productivity from the staff of

their organization; reason being that, the best thing to happen to any organization big or small is the attainment of set goals and objectives. This, in most cases, is reflected in the increase in the level of productivity through job performance. Academic libraries in Nigerian universities have been making significant contribution to the mandate of their parent institution, which are, teaching, research and community services geared towards social, political and economic development of the country. Adeniran (2010) who asserted that academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers. They provide vast information resources and services which support the curriculum of these institutions. Library therefore, is of uttermost importance in any learning institution and community due to the fact that they are structures which houses information materials (print and non-print) with the aid of services performed by librarians who have undergone training in library schools. Fatokun, Salaam and Ajegbomogun (2010) opined that library personnel are expected to perform some statutory functions so as to achieve the set objectives of their university library. These functions are what are referred to as job performance.

Harikaran (2015), also defined job performance as the net effect of a person's effort as modified by his/her abilities and traits and by his/her role perceptions. Job performance can be inferred to as the discharge of statutory duties or functions based on library personnel field of specialization which are geared towards the attainment of the library objectives. In this regard, the Librarians' Registration Council of Nigeria (2014) opined that the performance of library personnel can be viewed in terms of competencies and skills which the library personnel should possess and demonstrate in discharging their work/duties. These competencies include: cognitive ability, practical skills, general skills and behavioural attributes. It is on this note that Na'angap (2012) argued that job performance of library personnel is determined by some factors such as knowledge, skills, motivation, ability and work environment. Generally, societal progress would not fully be attained unless performance is high and workers are satisfied. In fulfilling the objective of effective and efficient job performance, motivational factors are to be put in place or practiced in the organization or institution.

Motivation is a Latin word meaning 'to make'. It is a form of stimuli that propels an individual to put in their best to an assigned duty. It is described as the direction and persistence of action of an individual (Aarabi, Subramaniam and Almintisir 2013). Psychologists opined that motivation is what drives individuals towards realizing a set goal. Thus, if an organization or institution such as the library wants its employees (librarians) to act/behave/perform in a certain way to enable them achieve the university's' mandate, it has to have an understanding of the kind of motivation that will encourage the employees to perform in the desired manner.

Job performance has become one of the significant indicators in determining an organizational performance. It is opined that a growing emphasis has been given on employee's job performance as a source of competitive edge to promote responsiveness in enhancing the overall organizational effectiveness and efficiency. Going by this, we can infer that experienced and well organized personnel as well as motivational factors are crucial to the successful accomplishment of the roles, tasks and functions of librarians in university libraries. Consequently, the main focus of this study is to investigate the influence of motivational factors and librarians' job performance.

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**Statement of the Problem**

Libraries and librarians perform a fundamental role within the university community in terms of providing information services to its patrons within and outside the university community. A preliminary investigation coupled with the researchers observation in some university libraries shows that the level of job performance of librarians in university libraries in Nigeria is on the decrease. Observation by the researcher and reports of heads of units in the library indicate that performance of librarians is on the decline. This is shown by the librarians attitude to work, where librarians go to work late, reduced quantity of work output, increased friction and so on which may be as a result of low motivational factors. Ademobi and Akintomide (2015) opined that a dissatisfied staff will constitute a nuisance to the organization and this in turn will result to low performance. Thus, this study seeks to determine the influence of motivational factors on job performance of librarians in university libraries in Ogun State, Nigeria.

**Objective of the Study**

The main objective of this study was to investigate the influence of motivational factors on job performance of librarians in selected university libraries in Ogun State, Nigeria. The specific objectives are:

1. identify the level of job performance of librarians in university libraries in Ogun State, Nigeria;
2. determine the extent of motivation of librarians in university libraries in Ogun State, Nigeria;
3. find out the influence of motivational factors on job performance of librarians in university libraries in Ogun State, Nigeria.

**Research Questions**

1. What is the level of job performance of librarians in university libraries in Ogun State, Nigeria?
2. To what extent are librarians in university libraries in Ogun State, Nigeria motivated?

**LITERATURE REVIEW**

Job performance is the ability to carry out statutory duties and functions which are based on the field of specialization or areas of development as well as an organization's objectives. According to Villamova, Austin and Borman (2005) cited Austin et al (1991), job performance is defined as that aspect of work behaviour domain that is of relevance to the job and organization success. Jobs performed in library include cataloguing and classification of materials, provision of reference services, charging and discharging of materials to users etc. Job performance in the library is geared towards meeting not only the users' information needs but also it is a basis or a criteria for promoting staff.

Low performance is generally observed as a major problem that presently thrives in many organizations particularly in the developing countries. Some scholars (Ajala, 2012; Ali et al, 2013, Dost, Rehman & Tariq, 2012; Suleiman, 2013; Yamoah, 2013) investigated what constituted low productivity among workers in different organizations. The results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the organization and feelings of being marginalized, unfair treatment by their employers. Some employees'

productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity. The public university libraries in Nigeria cannot be isolated from these ugly phenomena as it is generally observed that the level of productivity in most public University Librariestoday is low due to job dissatisfaction of its personnel especially the librarians (Babalola & Nwalo, 2013). Campbell (1990), Shadare and Hammed (2009) gave the following as parameters to measure performance; quality and quantity, speed and accuracy, creativity and innovation, risk taking and skill for future development. Hakala (2008) and Upev, Chorun and Idachaba (2015) reported that the indicators for job performance include effectiveness, innovation, job skill, efficiency, work relationships, communication, decision-making and value. Amusa, Iyoro and Ajani (2013) drove this point home further when they argued that in measuring the job performance of library personnel, the indicators to be considered include: professional practice, contribution to the overall development of the library, ability to work with co-workers, punctuality at work, ability to attend promptly to request from clients communication skills and meeting minimum requirements for promotion that is research publication. In a broader view, Hakala (2008) identified twelve (12) effective ways to measure job performance. These include: Creativity: It can be difficult to quantify creativity as a performance indicator, but in many white-collar jobs, it is virtually important. Supervisors and employees should keep track of creative work examples and attempt to quantify them.

**Adherence to Policy:** This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.

**Quantity:** The number of units produced, processed or sold is a good objective indicator of performance. In libraries for example in the Technical Services Division, quantity will be looked at in the number of information resource materials that are processed (catalogued and classified and sent to the shelf for use by users). The quantity of information material (print and non-print) that a cataloguer processes will be used in measuring his performance at work  
**Personal Appearance:** Most people know how to dress for work, but in many organisations, there is at least one employee who needs to be told. Examples of inappropriate appearance and grooming should be spelt out, their effects upon the employee's performance and that of others explained, and corrective actions defined.

**Quality:** The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality. To be able to assess job performance, it is necessary sometimes to specify the quality and quantity of work

which should be attained by holders of certain job description. However, it will not be easy to use criterion of 'quality' of job done within a time limit because teaching-learning activities are complex and therefore beyond time and quality limitations (Onaigbo and Ekpenyong, 2011)  
**Absenteeism/Tardiness:** An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absence, too.

**Timeliness:** How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness.

**Cost-Effectiveness:** The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs.

**Self-Appraisal:** The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.

**Poor Appraisal:** Employees in similar positions appraise an employee's performance. This method is based on the assumption that co-workers are most familiar with an employee's performance. Recently, peer appraisal has expanded to white-collar professions, where soft criteria such as "works well with others" can lead to ambiguous appraisals. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviours and motivating change. **Manager Appraisal:** A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development.

**Assessment Centre:** The employee is appraised by professional assessors who may evaluate simulated or actual work activities. Objectivity is one advantage of assessment centre, which produce reviews that are not clouded by personal relationships with employees.

Motivation as a concept is concerned with the aspect of human life that energizes, propels and stimulates human beings to change their behaviour for the attainment of organization goals or objectives, thereby achieving higher productivity (Katamba & Abdusalam 2014). Motivation can be defined as the readiness to use higher levels of effort toward organizational goals, and at the same time achieving individual needs. The concept of motivation is focused on energizing, propelling, stimulating individuals towards behavioural change to achieve fulfillment of goals and objectives of organization, so as to achieve higher productivity and satisfaction of employees (Amaanda, 2011; Saka & Salman, 2014). Motivation as a word is etymologically Latin, "mover" connoting "to move" (Machara & Jain, 2016).

According to Ogunrombi & Elogie (2015), motivation is whatsoever is required to push employees to perform by gratifying or satisfying to their needs. They further pointed out that several definitions of motivation have some words in common such as aspiration, needs, requests, aims, goals, wants, inducements among others. Motivation of librarians plays an important role in library and information centers. Generally, motivated librarians are more likely to be satisfied, increasing their level of performance and at the same time productive in the institution. It is a fact that motivation of librarians in academic libraries is vital to research, learning and teaching in the university as a whole (Idiegbeyan-Ose, et al, 2019).

Motivational encouragements of staff contribute to a higher quality of human resources output and better performance in organizations or institutions of learning. Motivation in governmental and non-governmental organizations is vital and needed because it could change and improve

the performance of workers in an affirmative manner (Aarabi et al., 2013). In a study by Ghaffari, Shah, Burgoyne, Nazri and Salleh (2017), it was revealed that there were significant positive relationships between all motivational factors and job performance. Motivational factors like enhanced salary, fringe benefits, supervisor, promotion, responsibility and training, the results showed the clerical employees in Universiti Teknologi Malaysia had moderate levels of motivational factors. These mean values indicate the areas that employees were most likely to be motivated by. Thus, the employees in the sample are most likely to be motivated by their training and development, responsibility and fringe benefits, enhanced salary and supervision more than promotion dimension as determined by the research questionnaire. The results of the current study are consistent with the results of previous studies by Roberts (2006) and Aydin (2012).

Yusuf (2015) assessed the impact of motivation on job performance of para-professional staff in tertiary institution libraries in Kaduna State. The study adopted survey method while structured questionnaire and structured interview questions were used to collect data for the study. The findings of the study revealed that the main strategies used for motivating para-professional library personnel were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. Also the findings of the study revealed that there was a

significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of para-professional library personnel in tertiary institution libraries in Kaduna State. Madukoma, Akpa and Okafor (2014) also studied the effect of training and motivation on job performance of 135 library personnel of University of Lagos, Lagos State, Nigeria. The result of the study showed that training motivates library personnel in University of Lagos to do their jobs. In turn, motivation enhances their performance on the job.

Mathew, Ojeamiren and Adeniji (2012) found out that the relationship between personnel motivation and job performance in selected Publishing Houses in Maiduguri. Findings from the study revealed that, there positive correlation between motivating factors like; good pay, promotion, bonuses, job security, training opportunities and their job performance. Otagburuagu (2012) investigated the extent of librarians' motivation in public libraries in South-east geopolitical zone of Nigeria, comprising Abia, Anambra, Ebonyi, Enugu, and Imo States. Five research questions guided the investigation. The findings of the study showed that librarians' motivation in the public libraries in the south-east geopolitical zone of Nigeria was low due to poor condition of service. Furthermore, the scholar discovered that a chain reciprocal relationship existed between librarians' motivation and conditions of service, funding, work environment, and training. Idiegbeyan-Ose and Idahosa (2011) discussed motivational factors that affect library personnel performance in Benson Idahosa University. Survey research design was adopted for the study. The findings revealed that inner satisfaction on the job, careful placement on the job, payment of allowance and over time work compensation of the personnel and timely promotion are all the factors that motivate library personnel to perform better and improve their productivity.

Moreover, the results of correlation analysis demonstrated that all of the motivational factors were positively related with job performance. Such findings are concurring with the findings

of previous studies like Aarabi et al. (2013) who confirmed the positive relationship between motivational factors such as training, salary, fringe benefits, promotion with job performance in Malaysian organizations.

## METHODOLOGY

The study adopted a survey research design. The design enabled the researcher to collect data from respondents to investigate the influence of motivational factors on job performance of librarians in the selected university libraries in Ogun State, Nigeria. The population of this study comprised of 201 of all the professional and non-professional staff of the selected universities

working in the libraries of these selected university libraries in Ogun State, Nigeria. Total enumeration sampling technique was used. Out of the 201 administered instrument, 168 of the instrument was retrieved giving a response rate of 61.1%. The administered instrument aimed at soliciting for information the influence of motivational factors and job performance of librarians in the selected university libraries in Ogun State, Nigeria. The instrument was into 3 section. Section A is to collect demographic information, B is to collect information on job performance of librarians and C to collect information on motivational factors. Data collected were analyzed using descriptive and inferential.

## RESULTS AND DISCUSSION

Table 1 presents the demographic characteristics of respondents. These are; gender, work experience, educational qualification and respondents background.

Senatorial District	Name of Library	No of Questionnaire distributed	No of Questionnaire returned
Ogun West	Covenant University, Ota	35	15
	Bells University of Technology Ota	17	17
	Crawford University, Igbesa	7	7
Ogun Central	University of Agriculture Abeokuta	47	43
	Chrisland University, Abeokuta	5	4
	Mcperson University, Seriki Sotayo	4	2
Ogun East	Babcock University, Ilisan Remo	27	22

	Tai Solarin University of Education, Omu Ijebu	25	22
	Olabisi Onabanjo University, Ago-Iwoye	35	33
<b>Total</b>		<b>201</b>	<b>168</b>

Out of two hundred and one questionnaire administered, one hundred and sixty eight was returned and this represents eighty one percent (81%) response rate.

Table 1: Demographic Characteristics of Respondents

Characteristics	Information	Frequency	Percentage %
Gender	Male	83	49.4
	Female	85	50.6
	<b>Total</b>	<b>168</b>	<b>100</b>
<b>Work experience of librarians</b>	<b>Distribution</b>	<b>Frequency</b>	<b>Percentage %</b>
	<5	58	34.5
	6-10	70	41.7
	11-15	28	16.7
	16-20	7	4.2
	21 and above	5	3.0
	<b>Total</b>	<b>168</b>	<b>100</b>
<b>Educational qualification</b>	<b>Distribution</b>	<b>Frequency</b>	<b>Percentage %</b>
	PhD	3	1.8.
	MLS/MSc	17	10.1
	BLS/B.Sc/BA	80	47.6
	DLS/Diploma	62	36.9
	HND	6	3.6
	<b>Total</b>	<b>168</b>	<b>100</b>

Analysis from Table 1 shows that female respondents were slightly more, with a population of 85 (50.6%) than the male respondents who were 83 (49.4%) who participated in the study. This indicates that there are more female employees in the nine university libraries in Ogun State, Nigeria than male employee. The frequency distribution of respondents work experience

distribution shows that 58 (34.5%) of the respondents fall between 0-5 years work experience, 70 (41.7%) were between 6-10 years of experience, 11-15 years of experience were 28 (16.7%), 7 (4.2%) of the respondents had a work experience of 16-20 years and 5 (3.0%) of the respondents fell between 21 and above years of work experience. It is inferred from this that majority of the respondents of this study had put in 6-10 years of work experience. It also, presents respondents' distribution by qualification. The result shows that 3 (1.8%) had PhD degree, 17 (10.1%) had Masters Degree, 80 (47.6%) of the respondents had First degree (BLS/BSc/BA). Also 62 (36.9%) of the respondents had Diploma degree and 6 (3.6%) had HND degree. It is apparent that majority of the respondents for this study had first degree.

Research Question 1: What is the level of job performance of librarians in university libraries in Ogun State, Nigeria?

**Table 2: The level of job performance of librarians in university libraries in Ogun State, Nigeria**

	Dominant Characteristics	VH D 5	H D 4	M 3	L D 2	VL D 1	Mean	S D
	<b>Effectiveness on the job</b>							
1.	Performing duties assigned appropriately	7 5 (44.6%)	4 1 (23.4%)	2 (1.2%)	23 (13.7%)	27 (16.1%)	2.98	1.126
2.	Working with others to achieve job duties	8 5 (50.6%)	1 8 (10.7%)	-	4 7 (28.0%)	18 (10.7%)	2.84	1.310
3.	Meeting work schedules on time	9 6 (57.1%)	2 3 (13.7%)	-	4 4 (26.2%)	5 (3.0%)	3.02	1.288
4.	Initiating and prioritizing job duties	7 0 (41.7%)	1 7 (10.1%)	-	6 6 (39.3%)	15 (8.9%)	2.54	1.371
	Average mean						<b>2.85</b>	<b>1.27</b>
	<b>Creativity/innovation</b>							
5.	Creating new ideas to make performance easy	6 6 (39.3%)	2 7 (16.1%)	-	4 4 (26.2%)	31 (18.5%)	2.68	1.239
6.	Giving fresh approaches to performance of librarians	8 0 (47.6%)	1 4 (8.3%)	-	4 5 (26.8%)	29 (17.3%)	2.77	1.295
7.	Encouraging librarians to take initiative	8 4 (50.0%)	2 7 (16.1%)	1 (0.6%)	3 5 (20.8%)	21 (12.5%)	2.97	1.221
8.	Adopting new ideas in the library	8 0 (47.6%)	3 1 (18.5%)	1 (0.6%)	3 5 (20.8%)	21 (12.5%)	2.95	1.210
	Average mean						<b>2.84</b>	<b>1.24</b>
	<b>Punctuality</b>							

Research Question 1: What is the level of job performance of librarians in university libraries in Ogun State, Nigeria

**KEY: VHD=Very High Degree, HD=High Degree, M=Moderate, LD=Low Degree, VLD=Very**

9.	Getting to the work place on time	81 (48.2%)	13 (7.7%)	-	64 (38.1%)	10 (6.0%)	2.66	1.401
10.	Performing duties on time	69 (41.1%)	49 (29.2%)	3 (1.8%)	20 (11.9%)	27 (16.1%)	2.96	1.102
11	Encouraging others to be punctual to work	82 (48.8%)	16 (9.5%)	4 (2.4%)	33 (19.6%)	33 (19.6%)	2.84	1.301
12.	Stimulating others to complete their job duties on time	87 (51.8%)	14 (8.3%)	-	54 (32.1%)	13 (7.7%)	2.82	1.370
	Average mean						<b>2.82</b>	<b>1.29</b>
	<b>Quantity of work output</b>							
13.	Completing the task given	79 (47.0%)	24 (14.3%)	-	63 (37.5%)	2 (1.2%)	2.71	1.381
14	Performing job duties of others in their absence	60 (35.7%)	6 (3.6%)	-	1 (0.6%)	89 (53.0%)	2.24	1.416
15	Encouraging co-workers on the quantity of work output	75 (44.6%)	42 (25.0%)	2 (1.2%)	23 (13.7%)	26 (15.5%)	2.98	1.124
16	Maintaining high quantity of work output	81 (48.2%)	20 (11.9%)	-	45 (26.8%)	22 (13.1%)	2.82	1.289
	Average mean						<b>2.69</b>	<b>1.30</b>
	<b>Overall mean</b>						<b>2.80</b>	<b>1.26</b>

**Low Degree, X=Mean, SD= Standard Deviation \*\*\* Decision Rule if mean is  $\leq 1.49$  Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49=Moderate; 3.5 to 4.49= High; 4.5 to 5= Very High \*\*\***

Table 2 shows the level of job performance of librarians in the university libraries in Ogun State, Nigeria. It is shown from the table that the job performance of these librarians was Moderate with an average mean of 2.80 on a 5 point Likert scale. Going by the parameters measuring job performance which were on a moderate level, effectiveness on the job was 2.85, quantity of work output was 2.69, punctuality was 2.82 and creativity/innovation was 2.84. But performing duties of others in their absence which was an item under quantity of work output, it had a mean score of 2.24 which was showing a low degree of performance. Further, it can be deduced from Table 2 on the level of job performance of librarians in university libraries in Ogun State, Nigeria, that effectiveness on the job had the highest mean of 2.85, followed by creativity and innovation 2.84, punctuality 2.82 and quantity of work output 2.69. Considering the four components of job performance, librarians in university libraries in Ogun State, Nigeria, were more effective on their job than creativity, punctuality and quantity of work output. The major components that contributed to their effectiveness on the job was that librarians were able to meet work schedules on time  $X=3.02$ , perform duties assigned appropriately  $X=2.98$  and working with others to achieve job duties  $X=2.84$ .

The findings of research question one which stated, what is the level of job performance of librarians in university libraries in Ogun State, Nigeria? The study showed a Moderate level of job performance. From measures of job performance, the results induced from the average mean scores of these indices that librarian's job performance was moving from moderate to high which is a positive move. It also showed from the questions raised in the instrument that most of the respondents performed their jobs to the best of their ability not minding if they are motivated or the work condition was good or not. This finding contradicts the report of

Oyewole and Popoola (2013). Olorunsola (2012) reported high level of job performance by administrative staff in government-owned universities in South-West, Nigeria. Nnadi, Chikarie, Atoma, Egwuonwu and Echetama (2012) found that the various key performance areas of female extension workers were rated in percentages between 62.5% and 100% respectively. The finding supports that of Oyewole and Popoola (2013) as the co-researchers discovered moderate level of job performance among library personnel in Universities and Colleges of Education in Nigeria.

Research Question 2: To what extent are librarians in university libraries in Ogun State, Nigeria motivated

**Research Question 2: To what extent are librarians in university libraries in Ogun State, Nigeria motivated**

**Table 3: Motivational factors of librarians in university libraries in Ogun State, Nigeria**

S/N		SA 5	A 4	D 3	SD 2	UD 1	Mean	SD
	<b>Compensation (salaries, wages and allowances)</b>							
1	I am compensated in the office	11 (6.5%)	34 (20.2%)	41 (24.4%)	74 (44.0%)	8 (4.8%)	1.99	0.951
2.	My salary is paid on time	11 (6.5%)	36 (21.4%)	39 (23.2%)	76 (45.2%)	6 (3.6%)	2.04	0.924
3.	I am paid allowances for overtime duties	8 (4.8%)	41 (24.4%)	30 (17.9%)	83(49.4%)	6 (3.6%)	2.09	0.867
4.	For extra job performed, I am paid allowances after doing the job	10 (6.0%)	45 (26.8%)	32 (19.0%)	77 (45.8%)	4 (2.4%)	2.15	0.880
	Average						2.07	0.91
	<b>Timely promotion</b>							
5.	Promotion in the library is timely	13 (7.7%)	34 (20.2%)	43 (25.6%)	77 (45.8%)	1 (0.6%)	2.09	0.888
6.	My promotion is not delayed in the library	13 (7.7%)	35 (20.8%)	37 (22.0%)	81 (48.2%)	2 (1.2%)	2.12	0.881
7.	If I work hard, my promotion is timely	13 (7.7%)	22 (13.1%)	54 (32.1%)	77 (45.8%)	2 (1.2%)	1.94	0.900
8	Speedy promotion is also dependent on performing extra job outside my job description	15 (8.9%)	40 (23.8%)	36 (21.4%)	65 (38.7%)	12 (7.1%)	2.06	1.048
	Average mean						<b>2.05</b>	<b>0.93</b>
	<b>Staff development</b>							
9.	I am sponsored to attend conferences, workshops and seminars in the library regularly	24 (14.3%)	-	71 (42.3%)	73 (43.5%)	-	1.86	0.991
10.	I am permitted to attend conference, workshop and seminars.	17 (10.1%)	40 (23.8%)	36 (21.4%)	68 (40.5%)	7 (4.2%)	2.14	1.005
11.	I don't undergo orientation, training and re-training in the library.	17 (10.1%)	22 (13.1%)	48 (28.6%)	79 (47.0%)	2 (1.2%)	2.02	0.935
12.	My staff development allowances are paid on time	16 (9.5%)	32 (19.0%)	40 (23.8%)	74 (44.0%)	6 (3.6%)	2.07	0.976
	Average mean						<b>2.02</b>	<b>1.00</b>
	<b>Recognition</b>							
13.	I am motivated because of the recognition I receive from the library	8 (4.8%)	8 (4.8%)	68 (40.5%)	79 (47.0%)	5 (3.0%)	1.68	0.814

14.	After performing a job outside your job duties, I am recognized in the library	18 (10.7%)	31 (18.5%)	44 (26.2%)	67 (39.9%)	8 (4.8%)	2.04	1.034
15.	I am paid recognition benefits for job performed	2 (1.2%)	11 (6.5%)	66 (39.3%)	81 (48.2%)	8 (4.8%)	1.60	0.735
15.	Recognition in the library is based on favoritism	14 (8.3%)	38 (22.6%)	34 (20.2%)	81 (48.2%)	1 (0.6%)	2.18	0.871
	Average mean						<b>1.87</b>	<b>0.86</b>
	Overall mean						<b>2.00</b>	<b>0.68</b>

**KEY: SD=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree, UD=Undecided, X=Mean, SD= Standard Deviation \*\*\* Decision Rule if mean is  $\leq 1.49$  Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49=Moderate; 3.5 to 4.49= High; 4.5 to 5= Very High \*\*\***

Table 3 shows the motivational factors of librarians in the university libraries in Ogun State, Nigeria. It is shown from the table that majority of the respondents responses were low to the motivational factors used in analyzing the responses derived from the instrument which was at an average mean of 2.00 on a 5 point Likert type. Going by the parameters measuring motivational factors which were strongly disagreed by the respondents, staff development was 2.02, recognition was 1.87, compensation (salaries, wages and allowances) was 2.07 and timely promotion was 2.05.

Further, it can be deduced from Table 3 that the motivational factors of librarians in university libraries in Ogun State, Nigeria, for all parameters measuring compensation, librarians particularly opined that for extra job performed, allowances were not paid after doing the job  $X=2.15$ , overtime allowances were not paid for overtime duties  $X=2.09$  and salaries were not paid on time  $X=2.04$ . For timely promotion measures, promotions of librarians were delayed  $X=2.12$ , speedy promotions of librarians were not based extra job performed  $X=2.06$ . Also for measures of staff development, librarians opined that they were not permitted to attend conferences, workshop and seminars  $X=2.14$ , staff development allowances were not paid on time  $X=2.07$  and no form of orientation, training and retraining in the library  $X=2.07$ . Going by these, motivational factors used in these university libraries was low. This indicates that librarians in the nine university libraries in Ogun State, Nigeria are not motivated adequately. The reason for this variation in their extent of their motivation may be as a result of policies and other factors.

The result of the extent of motivational factors of librarians in university libraries in Ogun State, Nigeria which was the second research question showed that librarians in these university libraries was Low. The measures on the extent to which librarians were motivated indicated a low level of motivation in terms of staff development, recognition, compensation and timely promotion. Librarians really had a low response to the recognition compared to the other indices of motivational factors such as staff development, compensation and timely promotion. which librarians were . This findings is contrary to the findings of Hafiza, Shah, Jamsheed and Zaman (2011); and Ekere (2012). They also found the overall mean score of 3.9857 and standard deviation of .4761 for employees' motivation. Ekere (2012) found high level of intrinsic motivational factors of librarians in Nigerian universities. Just as in a study by Knust, Knust and Uds (2013), reasons for motivational levels were opined as; the system rewards hard work, equal conditions of service with analogous groups in the senior membership grade, staff are encouraged to develop themselves and are made part of the decision-making and finally remigration is always rewarding. With regards to those with low motivational rating, their

reason included the following: delay in promotion and inadequate representation on Boards and committees, lack of recognition and poor working environment. In their study, they indicated that 47.5% of the respondents indicated that their level of motivation affects their performance, which corroborates with this study that motivational factors does not significantly influence the job performance of librarians. Saka and Salman (2014) in their study on the level of job motivation and satisfaction as predictors of job performance of library personnel in Nigeria universities, revealed that there was moderate levels of motivation, job satisfaction and job performance of library personnel which corroborates with the findings of the study that motivational factors did not significantly influence job performance of librarians in university libraries in Ogun State, Nigeria. In a study by Ghaffari, Shah, Burgoyne, Nazri and Salleh (2017), it was revealed that there was significant positive relationships between all motivational factors and job performance. Also, the motivational factors, enhanced salary, fringe benefits, supervisor, promotion, responsibility and training, the results showed the clerical employees in Ogun State had moderate levels of motivational factors. These mean values indicate the areas that employees were most likely to be motivated by. Thus, the employees in the sample are most likely to be motivated by their training and development, responsibility and fringe benefits, enhanced salary and supervision more than promotion dimension as determined by the research questionnaire. The results of the current study are consistent with the results of previous studies by Roberts (2006) and Aydin (2012).

## CONCLUSION

The importance of job performance can hardly be overemphasized in that it seriously affects organizational growth and achievement in this case the library. Job performance is important in that when it is lacking, it is a major evidence of a decoration of meeting the objectives and goals for which it is established. Moreover, it has a significant influence on job related behaviours such as effectiveness on the job, quality of work output, punctuality and creativity/innovation of librarians. Therefore, any organization that desires to achieve its goals should be able to encourage its staff through motivational factors. Based on the findings of this study, it concluded that job performance of librarians in university libraries in Ogun State, Nigeria was not influenced by motivational factors of these librarians who worked in the university libraries in Ogun State, Nigeria. Based on the foregoing, it can be said that librarians may perform better where they are recognized by the library management, paid recognition benefits, sponsored to attend workshops,, conferences and seminars in and outside the library, compensated as at when due and promoted for hard work performed. On the whole, the study outcome was that the librarian in the Universities moderately performed their jobs having been moderately motivated.

## Recommendations

Based on the findings of the study, the following recommendations were made to the Library Management and also the University Management:

1. The study revealed that the job performance of the librarians was moderate. This suggests that Library management should encourage librarians to perform at their best duties assigned to them to meet the objectives of the library.
2. The study also revealed that there was a very low extent of motivation in the libraries located in the university libraries in Ogun State, Nigeria. Therefore, the Library management in collaboration with the University management should ensure that librarians are sponsored

on staff development programmes, recognized for outstanding performances, compensated and promoted as at when due.

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