Motivation as A Determinants of Job Performance of Library Staff in Selected Academic Libraries in Kwara State

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KEYWORDS	ABSTRACT
Staff Motivation Job Performance Academic Libraries University Libraries Library Personnel	The study investigated staff motivation as a determinant of job performance of library staff in selected academic libraries, Kwara state. The study adopted a descriptive survey design. The population of the study comprised of professional, para-professional and non-professional staff of the three selected academic libraries of 126. A total enumeration sampling technique was applied. A sample size of 126 respondents was used for the study. Questionnaire was used as data collection instrument. Data collected was analysed using descriptive statistics of frequency counts and percentages the response rate was 96.8%. The findings of the study revealed that a higher percentage of the respondents agreed that job security and mentoring motivate them to perform their job. Additionally, the findings of the study revealed that library staff members are best motivated when they are given the opportunity to use their ability. Also, on the level of motivation of library staff based on extrinsic motivators, job security is very high. Furthermore, the findings of the study revealed that majority of the respondents agreed that improved quality of service to the user, punctuality at work, work efficiency and commitment to job are the major factors that increase level of job among library staff in academic libraries. In, addition, the study also found out that majority of the respondents agreed that library working conditions; poor staff welfare and poor communication structure are the major impediments to the motivation of library staff, but job insecurity does not impede the motivation of library staff. The study recommended that university management should endeavor to eliminate various impediments to library staff motivation.

1. Introduction

The primary aim and objectives of academic libraries are to provide bibliographic and user services to the staff, students and immediate communities of their respective institutions (Amusa, Iyoro & Olabisi, 2013). In other words, academic libraries were primarily established to make significant contributions to the mandates of their parent institution. These mandates are teaching, re-search and community services geared towards social, political and economic development of the country. These services are important and central to the achievements of their parent institution, intellectual and other interests of staff and students. However, Adeniran

(2010) viewed that academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers.

However, for library to achieve this objective, it requires the services of library personnel. This is because personnel in libraries are the activators of functions and services there in, as they possess skills in collection development, technical processing of information sources, user education and services among others (Amusa, Iyoro & Olabisi, 2013). In most of the academic libraries in Nigeria, personnel are in three categories namely; professional librarians, who are referred to as academics, while the second category are library officers, who are referred to as middle level managers; and the third category are those that are categorized as library support staff and technical staff. Therefore, for library staff to perform effectively, previous researchers had identified different factors that determine the job performance of library staff. These factors include motivation, job satisfaction, work environment, demographic variables among others (Saka & Salman, 2014).

Similarly, Etubi and Ikekhai (2007) opined that motivation is regarded as the use of incentives to person from whom activity is needed or required. Therefore, motivation could be intrinsic and extrinsic. The intrinsic motivation is the behaviour exhibited from the performance of job such as work itself, recognition, achievement, and so on while the extrinsic motivation is the behaviour a worker exhibits so as to get reward. It is the offering of reward to a subordinate by supervisor or manager such as pay, promotion, working conditions (Akanbi, 2011).

Employees that are motivated help an organization to become more successful because motivated employees usually look forward for improvement in their work performance (Ali & Ahmed, 2009). Naturally, a motivated employee will produce high level of productivity to work (Said, Zaidee, Zahari, Ali & Salleh, 2015). Likewise, Chaudhary and Sharma (2012) argued that motivated employees are inclined to be more productive than non-motivated employees. Thus, if an employee is satisfied with the motivation being given, work is extremely done in an amazing manner. However, for librarians, job motivation is crucial in achieving effectiveness in the library. The higher the level of motivation everything being equal the higher the quality of librarian's contribution to the achievement of library's goals (Babalola & Nwalo, 2013). Job motivation would exert tremendous influence on the job performance of library staff.

Therefore, job satisfaction enhances job performance of workers in any organization, especially academic libraries as a satisfied worker is a happy and productive worker. Contrarily, a dissatisfied worker will either resign his or her appointment from the organization or constitute nuisance to the organization and this will encourage inefficiency and low productivity or commitment (Ademodi & Akintomide, 2015). Against this background, this study was set out to examine motivation and as determinant of job performance of library staff in selected academic libraries in Kwara State.

Statement of the Problem

Motivation and job performance are vital ingredients to an establishment, be it an institution or corporate organization (Patrick, 2011). In fact, anywhere work is done, the issue of motivation on the job performance of staff cannot be over emphasized; this explains the rationale behind job appraisal, evaluation, and job redefinition and restructuring; because every establishment including the library faces the need for maximum performance, need to enhance staff satisfaction, and need to reduce and maximize profit. The achievements of these needs are vital for the sound and successful operation of the establishment. However, despite the fact that there is enough literature on the job performance of library staff, especially on service delivery.

It is regrettably that there is a dearth of literature on the factors that determine job performance of library staff in Nigeria. This means that not much work has been done on the influence of motivation and job satisfaction on job performance of library staff in Nigerian universities most especially, academic libraries in Kwara State. Their poor motivation could be due to the promotion criteria (especially publication output) which they could not meet. Moreover, too much administrative responsibilities might have impacted negatively on the performance of the library staff as they have little or no time to embark on meaningful activities in the library. Therefore, it is in the light of this that this study was set out to investigate motivation as the

determinants of job performance of library staff in the selected academic libraries in Kwara State.

Research Objectives

The main objective of this study is to examine motivation as the determinants of job performance of library staff in the selected academic libraries in Kwara State. Specifically, the study will:

1.1. Identify motivational factors among Library staff in selected academic libraries in Kwara State;
1.2. Determine the motivational factors among the category of library staff in selected academic libraries in Kwara State;
1.3. Determine the motivational factors that enhances job performance among library staff in selected academic libraries in Kwara State; and
1.4. Identify challenges encountered in motivating library staff in selected academic libraries in Kwara State.

2. Literature Review

2.1. Motivational Factors among Library Staff in Selected Academic Libraries

The word 'motivation' is derived from motive which is an active form of a desire, craving or need which must be satisfied. According Ifinedo (2003) employee motivation is a complex and difficult term to define; therefore, a precise definition of this concept is elusive as the notion comprises the characteristics of individual and situation as well as the perception of that situation by the individual. Thus, Shadare and Hammed (2009) opined that employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. Therefore, researchers and authors from different part of the world had conceptualized motivation in different ways.

Chaudhary and Sharma (2012) described motivation as a term derived from the word motive' which means needs, desires, wants or drives within the persons. In other words, motivation refers to as factors that energize, direct, and sustain human behaviour towards a particular course of action. This means those factors which drive people in putting real effort and energy into what they do. In other words, motivational factors are factors that enable workers to exert their real efforts in achieving the stated goals and objectives of the organization.

Bamgbose and Ladipo (2017) investigate the influence of motivation on employees' performance and productivity in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design with a sample of 322 library staff from four selected academic libraries. Three hundred and twenty two copies of questionnaire were administered on library staff from selected libraries out of which 266 representing 80.0% were returned with useful responses. The Motivation and Employees' Performance and Productivity (MEPP) Questionnaire was used for data collection with a coefficient correlation of 0.90. The study found that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees; and that most of the motivational parameters have influence on the performance of the library employees to a very great extent.

Victor and Babatunde (2014) investigated motivation and effective performance of academic staff in higher education. The research design was descriptive survey. The population comprises of all lecturers and heads of various departments in Adekunle Ajasin University, Akungba Akoko, Ondo State. Fifty (50) lecturers and ten (10) heads of department which was randomly selected for the study. Data was carefully collected through questionnaire measuring it item on a four (4) point likert-type-rating scale and properly analyzed using frequency count and simple percentage. The study revealed that encouragement for creativity and innovation, appreciation on genuine effort, award with impressive titles and acknowledge on achievement enhances the performance of university lecturers.

Machara and Jain (2016) examined factors affecting motivation in Botswana public libraries. The study was conducted with the aim to propose an appropriate approach to motivation of

public librarians. Using a case study method, data was collected through the use of questionnaires, secondary sources and observation of the working environment. Convenient sampling was used to select the population of study. The findings revealed that factors that de-motivate librarians are job insecurity, poor interpersonal relations at work, lack of effective communication and exclusion from decision making process, lack of policies and procedures, poor working environment, low salary and no incentives, and rigid supervision.

2.2. Staff Motivational Factors and Job Performance among University Library Staff

According to Patrick (2011), performance means both behaviour and result; while behaviour emanates from the performer and transforms performance from abstraction to action. The researcher explained further that, it is not just the instrument for result; behaviour is also outcomes in their rights the product of mental and physical efforts applied to a task and can be judged apart from the result. Bamigboye, Buraimo and Ajani (2008) carried out a study on Job Satisfaction and Performance of Academic Librarians in Nigerian University in Southwest Nigeria. One hundred and thirty (130) structured questionnaires were distributed and only one hundred and twenty (120) were completed and returned. The returned questionnaires were analyzed using chi-square and simple percentages. Findings show that majority of staff are satisfied with their work though they were not paid enough. The study further shows that librarians understudy were more committed to work and do their job effectively.

Lamptey, Boateng and Antwi (2013) investigated motivation and performance of librarians in public universities in Ghana. Using a survey method, questionnaire was designed and copies distributed to seventy-two targeted librarians in six public universities in Ghana, out of this, sixty returned the duly completed questionnaire. The study revealed that the motivational level of librarians in public universities in Ghana is high and that the motivational level affects majority of librarians positively which in turn had positive influence on their job performance.

Furthermore, Bamgbose and Ladipo (2017) examined influence of motivation on employees' performance and productivity in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design with a sample of 322 library staff from four selected academic libraries. Three hundred and twenty-two copies of questionnaire was administered on library staff from selected libraries out of which 266 representing 80.0% were returned with useful responses. The Motivation and Employees' Performance and Productivity (MEPP) Questionnaire was used for data collection with a coefficient correlation of 0.90. The study found that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees; and that most of the motivational parameters have influence on the performance of the library employees to a very great extent.

In the same vein, Babalola and Nwalo (2013) carried out a study on how job motivation influenced the productivity of each librarian in colleges of education in Nigeria. The study adopted correlation research design. The population for the study comprises 63colleges of education libraries in Nigeria, 21 federal and 42 state and the 356 librarians that are found in the libraries. The instrument used for data collection included Questionnaires on Job Motivation and Librarians Productivity (r = 0.97) and Structured Interview Guide for College Librarians only (r = 0.99). Findings from the study revealed that majority of the sampled librarians are not productive. Moreover, job motivation influenced the productivity of librarians to a significant extent with values (r =0.275; p < 0.05)

Yaya, Uzohue and Akintayo (2016) investigated the relationship between motivation and productivity of librarians in Nigerian public universities. A correlational survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed a significant relationship between motivation and productivity (r = 0.035, P < 0.05) of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, motivation and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good

leadership style and improved employees' motivational programmes that would increase productivity of its workforce.

2.3. Motivational Factors That Enhances Job Performance among Library Staff

Library personnel occupy a central position in the university system (Bamgbose & Ladipo, 2017). Consequently, the level of motivation of the employees may determine to a very great extent, quality of job performance of library staff. It is based on this assertion that Tella, Ayeni and Popoola (2007) asserted that no matter how automated an organisation or a library may be, quality of job performance still depends on the level of motivation and the effectiveness of the workforce. Job performance is described as a set of staff behavior within the confine of agreement that can be measured, measured, monitored and assessed as an achievement at individual level. Job performance is seen as human behavior which the result is an important factor for individual's work effectiveness evaluation (Saetang, Sulumnad, Thampitak & Sungkaew, 2010).

Bamgbose and Ladipo (2017) investigated the influence of motivation on academic library employees' performance and productivity in Lagos, Nigeria. The study revealed that the majority of the respondents, 80.5% agreed that organizational leadership and motivation help to align the aspiration of employees with organisational objectives with a mean score of 1.60. Also, 59.3% of the respondents agreed that the presence of good leadership and motivation in libraries ensures high level of job satisfaction among staff of all categories, while 74.6% respondents affirmed that there is improvement in staff attitude towards work.

Oyewole and Popoola (2015) examined the personal factors and work locus of control as determinants of job performance of library personnel in federal colleges of education in Nigeria. The study revealed that there was a significant relationship among independent variables (age, years of working in the library, academic qualification, position/rank, monthly salary and work locus of control) and job performance of respondents. The study also showed that the joint effects of independent variables on job performance of library personnel were significant ($F_{(7, 165)} = 3.95$; $P<.05$).

2.4. Challenges affecting Staff Motivation in Universities Library

University library staff are a key resource and account for a significant component of the budget of libraries. They are the drivers of the library in achieving the major objectives of the library. However, Madukoma, Bamidele, and Unegbu (2018) in their study on job motivation and performance of cataloguers in Nigeria reported that incomplete bibliographic records and moving into digitized collection ranked top as factors affecting job performance of cataloguers. Lack of IT proficiency ($X=2.92$) and language of presentation of the material ($X=2.69$) had the lowest mean scores. This means that the major challenge to job performance of cataloguers ranged from incomplete bibliographic records to lack of training.

In addition, Bamgbose and Ladipo (2017) investigated the influence of motivation on academic library employees' performance and productivity in Lagos, Nigeria. The findings revealed that uncertainty about the future of career management by many staff was one of the major problems of employee motivation in the academic libraries. Although no fewer than 62.6% of the respondents agreed that there was lack of complete senior management commitment and support. Close to 52.1% of the respondents indicated lack of total commitment by staff to the organisation, while 58.0% of the respondents echoed poor organisational climate.

Bamgbose and Ladipo (2017) also found out that the University of Cape Coast Library successfully motivated its Library Assistants through good working relationship and participative management to achieve its organisational goals. They also identified lack of promotion as a factor that adversely affected the development of the Library Assistants. Also, Afful-Broni (2012) reported that lack of clear career progression and delays in pro-motion can reduce morale for job performance at the University. If the majority of workers believe that management is not interested in providing a more serious and clear career progression; and if there is the perception that promotion is unduly delayed, morale at work will be negatively affected.

3. Method

The study adopts descriptive survey design. According to Aina (2004) descriptive survey design is used to gather opinion of people on a particular issues or problem. The consensus of opinion of respondents on a particular problem will provide a solution to study. The target population for this study consists of all the library staff of the three selected university libraries in Kwara state, which are University of Ilorin Library, Kwara State University Library and Al-Hikmah University Library which include professionals, para-professionals and non-professionals library staff. As at 2020/2021, University of Ilorin has 97 library staff, Al-Hikmah University has 8 library staff and Kwara State University has 21 library staff. This gives a total of 126 library staff in the three selected university libraries in Kwara state, Nigeria. The population of staff in each library is determined through personal contact and visits to the libraries. Therefore, the sample size for the study is 126 respondents which spread across all the categories of staff in the selected university libraries. The data collected for the study was coded into Statistical Package for Social Sciences (IBM-SPSS) version 21.0. Furthermore, data collected for the four research questions were analyzed using frequency counts and percentages while the data for the hypothesis were tested using Spearman Rank-Order Correlation

The table below gives the breakdown of the professional, para-professional and non-professional in each library.

Table 1
Population of the study

S/N	University Library	Professional	Para Professional	Non Professional	Population
1.	University of Ilorin	25	20	52	97
2.	Kwara State University	11	5	5	21
3.	Al-Hikmah University	2	5	1	8
Total		**36**	**30**	**58**	**126**

Source: University Library Management, (2024)

4. Result

4.1. Demographic Profile of Respondents

The demographic information is summarized in the following table:

Table 2
Demography information of the respondents

Variable	Frequency	Percent
Name of Institution		
Al-Hikmah University	8	6.6
Kwara State University	21	17.2
University of Ilorin	93	76.2
Total	**122**	**100**
Gender		

Female	64	52.5
Male	58	47.5
Total	**122**	**100**
Age		
18-25 Years	13	10.7
26-33 Years	44	36.1
34-41 Years	25	20.5
42-49 Years	26	21.3
50 Years and above	14	11.5
Total	**122**	**100**
Marital Status		
Single	20	16.4
Married	02	83.6
Total	**122**	**100**
Academic Qualification		
Diploma	26	21.3
HND	14	11.5
BSc	47	38.5
MSc.	32	26.2
PhD	3	2.5
Total	**122**	**100**
Level		
Professional	64	52.5
Para-Professional	38	31.1
Non-Professional	13	10.7
Total	**122**	**100**
Department		
Circulation	13	10.7
Reference	20	16.4

Cataloguing	50	41.0
Acquisition	13	11.5
Serial	6	4.9
E-library	19	15.6
Total	**122**	**100**
Years of Experience		
0-10 Years	90	73.8
11-20 Years	20	16.4
21-30 Years	12	9.8
31 years and above	-	-
Total	**122**	**100**

Source: Authors' Fieldwork (2023)

Table 2 shows that 8 (6.6%) of the respondents were from Al-Hikmah University, 21 (17.2%) were from kwara State University while 93 (76.2%) were from University of Ilorin. Also, 64 (52.5%) of the respondents were female while 58 (47.5%) were male. Table further shows that 13 (10.7%) of the respondents were between 18-25 years old, 44 (36.1%) were between 26-33 years old, 25 (20.5%) were between 34-41 years, 26 (21.3%) were between 42-49 years old while 14 (11.5%) were 50 years and above. Also, 26 (21.3%) of the respondents had Diploma as their highest academic qualification, 14 9 (11.5%) had HND, 47 (38.5%) had B.Sc, 32 (26.2%) had M.Sc while 3 (2.5%) had PhD. Also, Table 1 also shows that 13 (10.7%) of the respondents are in Circulation department, 20 (16.4%) are in reference department, 50 (41.0%) are in cataloguing department, 13 (11.5%) are in acquisition department, 6 (4.9%) are in acquisition department while 19 (15.6%) are in e-library department. Lastly, Table 1 reveals that 90 (73.8%) of the respondents have 0-10 years working experience, 20 (16.4%) have 11-20 years working experience while 12 (9.8%) have 21-30 years working experience.

4.2. Analysis of Research Questions

4.2.1. RQ 1: What are the factors that motivate library staff in selected academic libraries in Kwara State to perform their job?

Table 3
Factors that Motivate Library Staff to Perform their Job

Statement	Strongly Agreed		Agreed		Undecided		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%	F	%
Prompt payment	72	59.0	38	31.1	6	4.9	-	-	6	4.9
Working conditions (e.g building conditions, amount of work, facilities available)	64	52.5	58	47.5	-	-	-	-	-	-
Mentoring	51	41.8	71	58.2	-	-	-	-	-	-

Personnel emolument	59	48.4	57	46.7	6	4.9	-	-	-	-
Job security	58	47.5	58	47.5	6	4.9	-	-	-	-
Staff welfares	45	36.9	52	42.6	6	4.9	12	9.8	7	5.7
Recognition	39	32.0	59	48.4	6	4.9	12	9.8	6	4.9
Career advancement/development opportunity,	57	46.7	59	48.4	-	-	6	4.9	-	-
Organization leadership style	46	37.7	64	52.5	-	-	12	9.8	-	-
Good working condition	45	36.9	52	42.6	6	4.9	12	9.8	7	5.7

Source: Authors' Fieldwork (2024)

Table 3 shows that 110 (90.1%) of the respondents agreed that prompt payment motivates them to perform their job, 6 (4.9%) were undecided while 6 (4.9%) strongly disagreed. Also, 122 (100%) of the respondents agreed that working conditions (e.g building conditions, amount of work, facilities available) motivates them to perform their job. Moreso, 122 (100%) of the respondents agreed that mentoring motivates them to perform their job. Also, 116 (90.1%) of the respondents agreed that personnel emolument motivates them to perform their job while 6 (4.9%) were undecided. Also, 116 (90.1%) of the respondents agreed that job security motivates them to perform their job while 6 (4.9%) were undecided.

Furthermore, Also, 97 (79.5%) of the respondents agreed that staff welfares motivates them to perform their job, 6 (4.9%) were undecided while 19 (15.5%) disagreed. Also, 98 (80.4%) of the respondents agreed that recognition motivates them to perform their job, 6 (4.9%) were undecided while 18 (15.6%) disagreed. Also, 116 (95.1%) of the respondents agreed that staff career advancement/development opportunity motivates them to perform their job while 6 (4.9%) disagreed. Also, 110 (90.2%) of the respondents agreed that organization leadership style motivates them to perform their job while 12 (9.8%) disagreed. Lastly, 97 (79.5%) of the respondents agreed that good working condition motivates them to perform their job, 6 (4.9%) were undecided while 19 (15.5%) disagreed. Therefore, higher percentage of the respondents agreed that job security and mentoring motivate them to perform their job.

4.2.2. RQ: What are the motivational factors among the category of library staff in selected academic libraries in Kwara State?

Table 4
Level of Motivation of Library Staff

Statement	Very High		High		Moderate		Low	
	F	%	F	%	F	%	F	%
A. Intrinsic Motivators								
My level of qualification motivates me to perform in the library	70	57.4	39	32.0	13	10.7	-	-
My work experience enhance my effective job performance	70	57.4	40	32.8	12	9.8	-	-
Positive recognition motivates me to perform in the library	63	51.6	47	38.5	12	9.8	-	-

Opportunity to use my ability	83	68.0	33	27.0	6	4.9	-	-
I have sense of challenge and achievement	65	53.3	27	22.1	30	24.6	-	-
B. Extrinsic								
Job security	65	53.3	51	41.8	6	4.9	-	-
Salary	58	47.5	32	26.2	20	16.4	12	9.8
Career advancement/development opportunity	64	52.5	46	37.7	6	4.9	6	4.9
Organization leadership style	58	47.5	52	42.6	6	4.9	6	4.9
My status in the library motivates me to perform in the library	71	58.2	33	27.0	12	9.8	6	4.9
Good working conditions	46	37.7	43	35.2	27	22.1	6	4.9
Staff welfarism	40	32.8	31	25.4	33	27.0	18	14.8

Source: Authors' Field work (2023)

On the level of motivation of library staff based on intrinsic motivators, Table 4 shows that 70 (57.4%) of the respondents attested that their level of qualification motivates them to perform in the library is very high, 39 (32.0%) attested high while 13 (10.7%) attested moderate. Also, 70 (57.4%) of the respondents attested that their work experience enhance their effective job performance is very high, 40 (32.8%) attested high while 12 (9.87%) attested moderate. Table 3a also shows that 63 (51.6%) of the respondents attested that positive recognition motivates them to perform in the library is very high, 47 (38.5%) attested high while 12 (9.87%) attested moderate. Also, 83 (68.0%) of the respondents attested opportunity to use their ability is very high, 33 (27.0%) attested high while 6 (4.9%) attested moderate. Lastly, 65 (53.3%) of the respondents attested having sense of challenge and achievement is very high, 27 (22.1%) attested high while 30 (24.6%) attested moderate.

Furthermore, on the level of motivation of library staff based on extrinsic motivators, Table 4.3 shows that 65 (53.3%) of the respondents attested that job security is very high, 51 (41.8%) attested high while 6 (4.9%) attested moderate. Also, 58 (47.5%) of the respondents attested that salary is very high, 32 (26.1%) attested high, 20 (16.4%) attested moderate while 12 (9.8%) attested low. Also, 64 (52.5%) of the respondents attested that career advancement/development opportunity is very high, 46 (37.7%) attested high, 6 (4.9%) attested moderate while 6 (4.9%) attested low. Moreso, 58 (47.5%) of the respondents attested that organization leadership style is very high, 52 (42.6%) attested high, 6 (4.9%) attested moderate while 6 (4.9%) attested low.

Also, 71 (58.2%) of the respondents attested that their status in the library motivates them to perform in the library is very high, 33 (27.0%) attested high, 12 (9.8%) attested moderate while 6 (4.9%) attested low. Also, 46 (37.7%) of the respondents attested that good working conditions is very high, 43 (35.2%) attested high, 27 (22.1%) attested moderate while 6 (4.9%) attested low. Lastly, 40 (32.8%) of the respondents attested that staff welfarism is very high, 31 (25.4%) attested high, 33 (27.0%) attested moderate while 18 (14.8%) attested low. On the level of motivation of library staff based on intrinsic motivators, it can be deduced that majority of the respondents attested that opportunity to use their ability is very high. This implies that library staff are best motivated when they are given opportunity to use their ability. Also, on the level of motivation of library staff based on extrinsic motivators, job security is very high.

Table 5
Level of Staff Motivation

Level	Frequency	Percent
Very High	13	10.7
High	50	41.0
Moderate	27	22.1
Low	13	10.7
Total	**122**	**100**

Source: Authors' Fieldwork (2024)

Table 5 shows that 13 (10.7%) of the respondents have a very high level of motivation, 50 (41.0%) have high level of motivation, 27 (22.1%) have level of motivation while 13 (10.7%) of the respondents have low level of motivation. This implies that the level of staff motivation is high.

4.2.3. RQ 3: What are the motivational factors that enhance job performance of library staff in selected academic libraries in Kwara State?

Table 6
Level of Job Performance of Library Staff

Statement	Strongly Agreed		Agreed		Undecided		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%	F	%
Improve quality of service to the user	75	61.5	47	38.5	-	-	-	-	-	-
Punctuality at work	71	58.2	51	41.8	-	-	-	-	-	-
Problem solving ability	82	67.2	34	27.9	-	-	6	4.9	-	-
Work efficiency	62	50.8	60	49.2	-	-	-	-	-	-
Work effectiveness	63	51.6	53	43.4	6	4.9	-	-	-	-
Research productivity	51	41.8	65	53.3	-	-	6	4.9	-	-
Ability to work as a team	69	56.6	47	38.5	-	-	6	4.9	-	-
Commitment to job	76	62.3	46	37.7	-	-	-	-	-	-

Source: Authors' Fieldwork (2024)

Table 6 shows that 122 (100%) of the respondents agreed that improve quality of service to the user increases the level of job performance. Also, 122 (100%) of the respondents agreed that punctuality at work increases the level of job performance. Also, 116 (95.1%) of the respondents agreed that problem solving ability increases the level of job performance while 6 (4.9%) of the respondents disagreed. Moreso, Table 4a shows that 122 (100%) of the respondents agreed that work efficiency increases the level of job performance. Also, 116 (95.1%) of the respondents agreed that work effectiveness increases the level of job performance while 6 (4.9%) of the respondents were undecided.

Also, 116 (95.1%) of the respondents agreed that research productivity increases the level of job performance while 6 (4.9%) of the respondents disagreed. Moreso, 116 (95.1%) of the respondents agreed that ability to work as a team increases the level of job performance while 6 (4.9%) of the respondents disagreed. Lastly, Table 4.4a shows that 122 (100%) of the respondents agreed that commitment to job increases the level of job performance. This implies that majority of the respondents agreed that improve quality of service to the user, punctuality at work, work efficiency and commitment to job are the major factor that increases level of job performance.

Table 7
Level of Job Performance

Level	Frequency	Percent
Very High	50	41.0
High	53	43.4
Moderate	19	15.6
Low	-	-
Total	**122**	**100**

Source: Authors' Fieldwork (2024)

Table 7 shows that 50 (41.0%) of the respondents attested that their level of job performance is very high, 53 (43.4%) of the respondents attested that their level of job performance is high while 19 (15.6%) of the respondents attested that their level of job performance is moderate. This implies that there is high level of job performance among library staff in Kwara State.

4.2.4. RQ 4: What are the challenges encountered in motivating library staff in selected academic libraries in Kwara State?

Table 8
Challenges to the Motivation of Library Staff

Statement	Strongly Agreed		Agreed		Undecided		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%	F	%
Delay in the payment of staff salary	45	36.9	25	20.5	19	15.6	27	22.1	6	4.9
Poor remuneration	45	36.9	31	25.4	21	17.2	25	20.5	-	-
Poor funding to support career development	19	15.6	33	27.0	7	5.7	51	41.8	12	9.8
Library working conditions	44	36.1	51	41.8	-	-	21	17.2	6	4.9
Job security	7	5.7	24	19.7	21	17.2	38	31.1	32	26.2
Poor staff welfare	58	47.5	31	25.4	13	10.7	14	11.5	6	4.9
Lack of career advancement/development	58	47.5	19	15.6	-	-	39	32.0	6	4.9
Lack of reward system	45	36.9	25	20.5	19	15.6	27	22.1	6	4.9

Insensitivity of the library administrator	45	36.9	26	21.3	16	14.8	27	22.1	6	4.9
Poor communication structure	44	36.1	39	32.0	-	-	21	17.2	18	14.8

Source: Authors' Fieldwork (2024)

Table 8 shows that 50 (57.4%) of the respondents agreed that delay in the payment of staff salary is an impediment to their motivation, 19 (15.6%) were undecided while 33 (27.0%) disagreed. Also, 76 (62.3%) of the respondents agreed that poor remuneration is an impediment to their motivation, 21 (17.2) were undecided while 25 (20.5%) disagreed. Also, 52 (42.6%) of the respondents agreed that poor funding to support career development is an impediment to their motivation, 7 (5.7%) were undecided while 63 (51.6%) disagreed. Table 5 further shows that 95 (77.9%) of the respondents agreed that library working conditions is an impediment to their motivation while 27 (22.1%) disagreed. Also, 31 (25.4%) of the respondents agreed that job security is an impediment to their motivation, 21 (17.2%) were undecided while 70 (57.3%) disagreed. Also, 89 (72.9%) of the respondents agreed that poor staff welfare is an impediment to their motivation, 13 (10.7%) were undecided while 20 (16.4%) disagreed.

Table 5 further shows that 78 (63.1%) of the respondents agreed that lack of career advancement/development is an impediment to their motivation while 45 (36.9%) disagreed. Also, 70 (57.4%) of the respondents agreed that lack of reward system is an impediment to their motivation, 19 (15.6%) were undecided while 33 (27.0%) disagreed. Also, 71 (58.2%) of the respondents agreed that insensitivity of the library administrator (27.0%) disagreed. Lastly, Table 5 shows that 83 (68.1%) of the respondents agreed that poor communication structure is an impediment to their motivation while 39 (32.0%) disagreed. This implies that majority of the respondents agreed that library working condition poor staff welfare and poor communication structure are the major impediments to the motivation of library staff. However, job security does not impede the motivation of library staff.

4.3. Discussion of Findings

Findings from this study reveal that higher percentage of the respondents agreed that job security, mentoring, job security, career advancement/development opportunity and personnel emolument motivates them to perform their job. In addition, various form of motivations like prompt payment, good working condition, organization leadership style, recognition, staff welfares were found with higher percentage. This finding is similar to Ladipo (2017) who reported that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees among academic libraries in Lagos State, Nigeria.

On the level of motivation of library staff based on intrinsic motivators, majority of the library staff attested that opportunity to use their ability is very high. This implies that library staff are best motivated when they are given opportunity to use their ability. On the other hand, on the level of motivation of library staff based on extrinsic motivators, job security is found to be very high. This implies that library staff are best motivated when there is job security. Generally, the level of staff motivation among library staff is high. This finding is in consonance with the study of Lamptey, Boateng and Antwi (2013) who reported that motivational level of librarians in public universities in Ghana is high.

Finding from this study found that majority of the respondents agreed that improve quality of service to the user, punctuality at work, work efficiency and commitment to job are the major factor that increases level of job performance. Generally, this study found that there is high level of job performance among library staff in Kwara State. This finding is in consonance with Yaya, Uzohue and Akintayo (2016) who reported high level of productivity among librarians in Nigerian public universities. However, the finding contradicts study of Akor (2009) who reported the job performance of professional librarians in the university libraries in North-Central, Nigeria was below expectation as found that the job performance of professional librarians in government-owned universities in North-Central, Nigeria was on a low level.

Library working conditions, poor staff welfare and poor communication structure are the major impediments to the motivation of library staff. However, job security does not impede the motivation of library staff. This finding is similar to the findings of several studies (Bamgbose & Ladipo, 2017). On the relationship between staff motivation and job performance, finding from this study reveals that there is a significant relationship between staff motivation and job performance of library staff in selected academic libraries in Kwara State. This finding is similar to Babalola and Nwalo (2013) who found that job motivation influenced the productivity of librarians to a significant extent. Also, Yaya, Uzohue and Akintayo (2016) give credence to this finding by revealing that there is significant relationship between motivation and productivity (r = 0.035, P < 0.05) of librarians in public university libraries in Nigeria.

5. Conclusion

In addition to the available empirical evidences, this study has been able to established empirical evidence on motivation as the determinants of job performance of library staff in the selected academic libraries in Kwara State. Specifically, this study concludes that various factors both extrinsic and intrinsic factors should be are right recipe to motivate and improve job performance of library staff. What this means is that if library management want to increase job performance among library staff, they should consider initiating policies that would motivate library staff.

Recommendations

Based on the findings of this study and the conclusion drawn, the following recommendations directed at the university management, university library management and the library staff are made:

5.1.   University management should endeavor to eliminate various impediments to library staff motivation.
5.2.   Library management should implement policies for good library working conditions, improve staff welfare and excellent communication structure.
5.3.   University library management should continue to promote values such as improved employee recognition, good leadership style and improved employees' motivational programmes that would increase productivity of its workforce.
5.4.   Library management should endeavour to recruit people with internal locus of control, give considerations to age, academic qualification, job position/rank, years of working experience in the library, and monthly salary of library personnel when planning in order to enhance their job performance.

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