

Motivation as a Correlate of Staff Performance in University of Port Harcourt Library, Rivers State, Nigeria

Mercy Ekenma ECHEM (CLN)

Department of Library and Information Science
Faculty of Education
Rivers State University, Port Harcourt, PMB 5080, Nigeria
echemmercy@gmail.com 08035771925

ABSTRACT

Optimal performance of librarians in effectiveness service delivery can be associated with motivation by understanding them and meeting their expectations. The study investigated motivation as a correlate of staff performance in the Library. The study adopted a correlational design. The entire population was 33 used for the study. A 28-item instrument was used for data collection. The reliability of the instrument was determined using Cronbach alpha method to obtain an index of 0.76. (Four research questions and three hypotheses guided the study). Percentages, mean, standard deviation and linear regression analysis were used for data analysis. The Eviews-7 statistical software was used to ease the computations. The findings had it that the level of staff job performance in the institution was above average. The staff remuneration, work environment and promotion had relative positive relationship with job performance. However, only work environment ($r=0.499$, $r\text{-squared}=0.249$, $p=0.003$) and promotion ($r=0.447$, $r\text{-squared}=0.201$, $p=0.009$) had significant relationship with staff job performance at .05 alpha level, with work environment proving more powerful among the two predictors. It was recommended among others that library executives should take initiatives to motivate staff for a concomitant increase in their job performance. This is because until the desire of the staff are understood and met, the performance of staff will continue to decline.

Keywords: *Motivation, Staff performance, Academic library, Remuneration, Promotion, Work environment.*

Library of Congress Classification Number - Z665-718.8

1. INTRODUCTION

Every organization, be it profit or service oriented is established to achieve certain goals through the staff. There are diverse needs either as individual or as a group that the staff expects to meet or satisfy within the work place. It is important that the management understand these needs and ensure they are satisfied through the institution by means of motivation to enable the staff attain high job performance for quality library service. Motivation as observed by Ejiogu in Ibara (2010) is the process by which management enable employees to direct their energies towards maximum attainment of the goals and objectives of the organization.

Motivation is considered a very strong force in every sphere of life. It is what propels workers to act the way they act which management must properly look into. This explains why some staff

outperforms others with double effort in the workplace. Job performance is regarded as the extent to which individual or group of workers discharge their assigned responsibilities or the actual output of an individual's effort for the achievement of the common goals/objectives of the institution or organization where they are engaged.

Workers could be intrinsically or extrinsically motivated. Intrinsically motivated staff derives a feeling of achievement and organizational success when he or she is part of accomplishing the work itself (Ibara, 2010). Maund (2001) sees intrinsic motivators as sources of need satisfaction, derived from the individual's relation on the job itself. It involves job factors which reward the needs of the individual to reach his aspirations, example of such are achievement, recognition, responsibility and advancement. However, individuals are extrinsically motivated when they engage in the work in order to obtain some goals that is apart from the work itself (Amabile, 1993). Such factors include grades, work environment, fame, staff remuneration, and promotion amongst others. Similarly, Uchendu (2014) outlined motivational factors (intrinsic and extrinsic) to include; monetary incentives, security benefits, the job itself, opportunities for development and improvement, advancement/regular promotion, personal reward, conducive working environment, opportunity to prove one's ability and recreational facilities.

Remuneration is considered a key factor that boosts staff performance for productivity. It is the reward or compensation given to the staff for the work performance. It is a source of attraction that motivates efficient and effective staff performed. Salaries and wages constitute an important source of income for staff and must be well handled and treated, otherwise, it will give room for low performance. Sule, Amuni, Obasan and Banjo (2015) citing Nwachukwu and Atchison observed that wages and salaries constitute a significant part of the overall cost of operations. Companies or establishments that lack ability to pay wages and salaries regularly are in danger of disintegration. Poor wages and salaries are sources of frustration and can result in decline in performance. As such, library executives must spend a great deal of time and effort in finding appropriate payment system in their institutions.

The aim and aspiration of every staff in their work place is to advance from a particular position to a higher one. When this desire is not achieved within the expected time frame, it can lower the morale of staff for high performance. Regular promotion plays a pivotal role in motivating staff.

The office is likened to be the second place where workers spend most of their time and as a result, the environment or atmosphere should be conducive, attractive, serene and favourable enough to encourage optimal performance. The extent to which the library can achieve the function of supporting teaching, learning and research is to create an enabling working and physical environment capable of motivating staff to carry out their routine library activities for effective service delivery. Recognising the importance of work environment, Nitisemito in Al-Omari and Okasheh (2017) states that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. A decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfortable way (Al-Omari and Okasheh, 2017).

Unfavourable and unfriendly work environment is an invitation for discomfort and this ultimately leads to staff poor performance. From the foregoing, it is seen that as success of any organization including the library to a great extent is dependent on the level to which the staff is motivated for optimal job performance.

2. STATEMENT OF THE PROBLEM

According to Upev, Chorun & Idachaba (2015), one dominant issue in the 2007 Federal Government of Nigeria and Academic Staff Union of Universities (FGN/ASUU) agreement was aimed at curbing the "brain drain" using staff welfare as one of the yard stick. One among several other factors principally listed was lack of adequate motivation of staff. One of the challenges confronting university Chief Executives in the present day is the effective or the best way to motivate their staff in order to attain optimal performance for the overall goal of the libraries. This has given room for or resulted in all manner of attitude of staff towards the job in the workplace of which both the staff and the organizations are affected in one way or the other. The research burden is, could it be that Library management is not putting appropriate measures necessary to motivate their staff? It is therefore, imperative to ascertain some motivational factors and how they can play out on the level of staff performance tailored towards the library goal. This study therefore, seeks to investigate motivation as a correlate of staff performance in university of Port Harcourt library, Rivers State, Nigeria.

3. OBJECTIVES OF THE STUDY

The purpose of this study is to examine how motivation affects staff performance in University of Port Harcourt Library. The specific objectives are to:

1. Determine the level of staff job performance in University of Port Harcourt library, Rivers State
2. Ascertain the relationship between staff promotion and level of job performance of staff;
3. Determine the relationship between staff remuneration and level of job performance;
4. Determine the relationship between staff work environment and job performance.

4. RESEARCH QUESTIONS

The study was guided by the following research questions:

1. What is the level of staff job performance in the University of Port Harcourt library, Rivers State?
2. What is the relationship between staff remuneration and level of job performance in the University studied?
3. What is the relationship between staff promotion and level of job performance in the University studied?
4. What is the relationship between staff work environment and level of job performance?

5. HYPOTHESES

The following null hypotheses formulated at 0.05 significant level guided the study:

H₀₁: There is no significant relationship between staff remuneration and level of job

performance in the University of Port Harcourt library, Rivers State

H₀₂: There is no significant relationship between staff promotion and level of job

performance in the University of Port Harcourt library, Rivers State

H₀₃: There is no significant relationship between staff work environment and level of job

performance in the University of Port Harcourt library, Rivers State.

6. THEORETICAL FRAMEWORK OF THE STUDY

The study is premised on Herzberg's two factor theory of motivation classified as satisfiers and dissatisfiers which are responsible for job satisfaction and job performance. When these two motivating factors are present in the work place or work situation, they lead to satisfaction and good job performance. The satisfiers include achievement, recognition, responsibilities, work itself, and advancement. Their absence in the work place leads to dissatisfaction (Herzberg, 1987; Ukaejiofo, 2013). Knowing what people need can help us understand how to motivate today's knowledge workers. Given the fact that these workers command high-paying jobs, we can infer that money alone does not provide enough of an incentive as a motivator for performance but with other factors listed above (Herzberg, 1987; Ukaejiofo, 2013; Saka, Akor & Opaleke, 2016). This is related and relevant for the present study.

7. LITERATURE REVIEW

The concept of motivation is as old as man and motivating staff in the work environment is a complex one. Shah and Shah (2010) defined motivation as inspiring people to work, individually or in groups in such a way as to produce best results; it is the will to act. They further stated that motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. Motivation according to Gredler (2009) as well as Broussard and Garrison (2004) is defined as the "attribute that moves us to do or not to do something". Motivation is a key factor in the life of workers because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Harris, 2000). Supporting this, Lawler (2003) stated that the way people are treated increasingly determines whether an organization will prosper or even survive. Going by this, it is obvious that libraries are not left out because the quality of their service to patrons or clients can be judged by the amount of how the staff are variously motivated.

It is worthy of note that for organizations or institutions to remain relevant and productive, the wellbeing of their staff should be of paramount interest or concern to them. Senyah in Bamgbose and Ladipo (2017) noted that no matter the size of a library, as well as the scope and richness of the collection, the manager of a library cannot meet his set goals if the staff are not well-trained, properly equipped and highly motivated. Mullins in Ukaejiofo (2013) averred that the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goals in order to fulfil some needs or expectations.

Remuneration and Staff Performance

Good wages are one of the significant external or extrinsic factors for staff motivation. It is the offering of reward to a subordinate by supervisors or managers e.g. pay, promotion, working conditions (Akanbi, 2011; Katamba, 2015). When the wages of library staff are equivalent to their assigned role, it would increase their efficiency, responsibility, trustworthiness and decrease shirking. Maximization of employee's wage leads to increase in their efficiency. Wages and employee performance are correlated factors. Employee's satisfaction level becomes higher when organizations increase monetary benefits for their employees (Miller, 1980; Taylor & Taylor, 2010; Khan & Iqbal, 2014). Furthermore, good reward system is not based on favouritism or year of service but on established rules that praised and effectively remunerate workers who have done exceedingly well in their various or collective tasks. Rewards that stimulate workers into higher performance could be in form of money, such as – merit salary, prizes, bonuses, profit sharing and wage incentives (Pfeffer, 1998; Agba, Mboto & Agba, 2013). The study of Ntui, Adu, and Usang (2014) revealed that motivation does not involve only tangible rewards in the form of good salaries but it involves intangible factors such as training facilities, equipment to work with, co-operation from the other members of staff and incentives.

Motivation and Work Environment

A decent working environment is a condition where individuals can do their jobs in an ideal, a secure, healthy, and comfortable way (Al-Omari and Okasheh, 2017). Unfavourable and unfriendly work environment is an invitation for discomfort and this ultimately leads to staff poor performance. The total work environment with adequate basic facilities plays an important role in motivating librarians/staff for optimal performance.

The work place or environment can impede or enhance the productivity of librarians whose jobs require comfortable, conducive, and congenial environments. It is imperative for managers to establish work environment that promotes employee interaction, health, tasks performance and the overall attainment of organizational goals (Agba, Mboto & Agba, 2013). Kampert in Amusa, Iyoro & Olabisi (2013) is of the view that employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save cost, and improve the productivity of their workers. In accordance, Sakir & Fajonyomi (2007) identified clean environment as part of the incentive packages that can be given to workers. The study of Petcharak (2002), agrees with the above study as he identified that when the work environment is not satisfactory to the employee, his performance will be poor and this ultimately may leads to poor performance of the organization.

Promotion and Staff Performance

Opportunity for advancement from a present position to a higher one is a key motivator for optimal job performance. One of the key factors in motivating workers is to ensure that they are promoted as and when due with the corresponding benefits put in place. Stagnation in a particular position is

disheartening, demoralizing and invariably amounts to low performance output. Setzler (2010) assert that a man of ability who applies himself conscientiously to his duties and studies may be reasonably assured of reaching a position of responsibility.

Staff Job Performance

The success of every organization is linked to quality job performance by staff. Staff performance is how well an employee has accomplished or executed the job related activities or task expected of him or her by the employer in order to achieve a desired organizational goal. It implies matching an assigned role or job responsibility with execution. For staff to perform effectively, the role must be clearly understood. Staff performance accounts for motivational factors with adequate documentation. Job performance according to Saka et al (2016) is the discharge of assigned tasks by individual group of workers in an organization. A research conducted by (Johari & Yahya (2016) to find out the level of and or degree of performance among library personnel, revealed that the staff are yet to maintain the desired results. Job performance has become one of the significant indicators in managing organizational performance. There has been a growing emphasis on employee's job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness (Johari & Yahya, 2009; Dessler, 2011). Quality job performance is the goal of any organization including the library. (Igbiovvia & Popoola, 2016; Saka & Salman, 2014). It has been emphasized that good job performance can be seen as the expected outcomes required from an employee in an organization. It is a continuous contribution of the employee in improving an organization. In other words, job performance dictates or predicts the productivity of an employee.

Review of Empirical Studies

Abubakar (2016) conducted a study on Motivational factors as correlate of job performance of librarians in state-owned universities in North Central Nigeria. The major finding of the study revealed that there is significant relationship between motivational factors and job performance of librarians in state-owned universities in North Central Nigeria and that the overall level of performance of librarians was good. All the motivational factors had good ratings. The study recommended the regular assessment of librarians' performance, adequate motivation of librarians; sustenance of the tempo of librarian's performance by exploring better ways of job performance(s). In the same vein, poor remunerations, delay in promotion, lack of staff training, poor university policies such as discriminatory attitude towards library staff as evidenced in the unwillingness to open opportunities for training among others were some major factors hampering the performance of librarians. The study discussed strategies for improving job performance such as empowerment of staff (that is giving employees freedom and authority to execute their jobs without overbearing supervision) rewarding and recognising their efforts and sacrifices, evolving stimulating working environment and welfare among others.

Agba, Ogaboh, Mbotto and Agba (2013) carried a research on wages or other conditions: a critical assessment of factors in workers performance in Nigeria. The findings revealed that employee job performance are greatly influenced by regular and good wages; followed by conducive work

environment, availability of internet facilities, good library, recognition/award, regular promotion, training opportunities, access to medical care and communication flow. This is because, conducive work environment reduces health hazard, work stress and enhance workers commitment to duty. Another major factor that affected employees' job performance in North Central and North-West Nigeria is regular and good remuneration. This implies that workers have their basic or psychological needs to meet both at home and at workplace. Any delay or inconsistent payment of salary could result to gross drop in workers commitment and this could negatively affect their performance at workplace.

8. METHODOLOGY

The study adopted a correlational design. Total enumeration technique was found suitable for this study with the aid of questionnaire which was administered to all professional and para-professional (both academic and non-academic) staff of the university library. The entire population of 33 was used for the study. A 28-item instrument was used for data collection. The staff job performance subscale had 12 items, whereas staff remuneration subscale had 6 items, staff promotion and work environment had 5 items respectively. The 4-point Likert scale was used. The instrument was validated by experts in library science. The reliability of the instrument was determined using Cronbach Alpha method to obtain an index of 0.76. Percentages, mean, Standard Deviation and linear regression analysis were used for data analysis. The Eviews-7 Statistical software was used to ease the computations.

9. PRESENTATION AND ANALYSIS OF DATA

Table 1: Distribution of the demographic variables of the study

Sex	N	%
Male	12	36.36
Female	21	63.64
Age		0.00
25-35	1	3.03
36-45	10	30.30
46-55	9	27.27
56-65	13	39.39
Status		0.00
Professional	11	33.33
Para-Professional	22	66.67
Highest Qualification		0.00
PhD	3	9.10
MLS	8	24.24
BLIS/BLS/B.Sc	11	33.33
HND	11	9.90
Years of Experience		0.00
1-4.	1	3.03

5-9.	8	24.24
10-14.	8	24.24
15-19.	3	9.10
20-24.	4	12.12
25 above	9	27.27

Table 1 shows that 12(36.36%) of the respondents were male whereas 21(63.64%) of them were female. Also, most of the respondents were in the age bracket of 56-65 years (39.39%), this was followed by those in the age bracket of 36-45 years, 10 (30.30%) and then 46-55 years, 9(27.27%). A total of 22(66.67%) of the respondents were paraprofessional whereas 11(33.33%) were professionals. About 11(33.33%) possessed either BLIS/BLS/B.Sc. or HND whereas 8(24.24%) possessed MLS and only 3(9.10%) possessed PhD. Majority of the staff, 9(27.27%) had 25 years and above work experience, 8(24.24%) had either 5-9 or 10-14 years of experience whereas 3(9.09%) had 15-19 years of experience and 4(12.12%) had 20-24 years of experience.

Research question 1: What is the level of staff job performance in the University of Port Harcourt library, Rivers State?

Table 1: Summary of the mean rating of staff job performance in the University of Port Harcourt library, Rivers State

SN	Item	Very good	Good	Poor	Very poor	Mean	SD
1	Team work and team building for the overall development of the library	22	10	1		3.64	0.55
2	Professional practice	6	21	6		3.00	0.61
3	Ability to effectively apply and operate working tools	4	9	10	10	2.21	1.02
4	Ability to carry out multiple tasks and deliver under pressure	7	16	8	2	2.85	0.83
5	Ability to attend promptly to request from clients	4	12	13	4	2.48	0.87
6	Interpersonal relationship	14	8	9	2	3.03	0.98
7	Openness to new ideas and job innovations	9	14	10		2.97	0.77
8	Timeliness and accuracy in service delivery to clients	10	13	9	1	2.97	0.85
9	Punctuality, effective communication skill and loyalty	15	12	5	1	3.24	0.83
10	Corporate social responsibilities for service delivery	9	10	9	5	2.70	1.05
11	Ability to work with little or no supervision	11	9	9	4	2.82	1.04
12	Develop and create initiatives for job productivity	21	9	3		3.55	0.67
Grand mean						2.95	0.33

Table 1 shows that the respondents strongly indicated that team work and team building for the overall development of the library was very good (M=3.64, SD=0.55). This was followed by the fact that they develop and create initiatives for job productivity (M=3.55, SD=0.67), their punctuality, effective communication skill and loyalty were good (M=3.24, SD= 0.98), their interpersonal relationship (M=3.03, SD=0.98) and professional practice(M=3.00, SD=0.61) were good as well. They however indicated that ability to attend promptly to request from clients was also poor (M=2.48, SD=0.87). The grand mean rating of 2.95, SD=0.33 shows that the respondents rated their job performance above average.

Research question 2: What is the relationship between staff remuneration and job performance in the University of Port Harcourt library, Rivers State?

H₀₁: There is no significant relationship between staff remuneration and job performance in the University of Port Harcourt library, Rivers State

Table 2: Summary on the regression analysis on the relationship between staff remuneration and job performance in the University of Port Harcourt library, Rivers State

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.632673	0.206988	12.71894	0.0000
REMUNERATION	0.148147	0.091845	1.613017	0.1169
R-squared	0.077431	Mean dependent var		2.954242
Adjusted R-squared	0.047671	S.D. dependent var		0.327767
S.E. of regression	0.319860	Akaike info criterion		0.616822
Sum squared resid	3.171613	Schwarz criterion		0.707519
Log likelihood	-8.177562	Hannan-Quinn criter.		0.647339
F-statistic	2.601825	Durbin-Watson stat		1.709743
Prob(F-statistic)	0.116876			

Table 2 shows the summary on the regression analysis on the relationship between staff remuneration and job performance in the University of Port Harcourt library, Rivers State. It shows that the relationship was weak and positive (r=0.278, r-squared=0.077). When the staff remuneration was regressed on staff job performance, the coefficient of determination (R-squared) value was found to be 0.07. The F-statistic was 2.60 with p=.12 and the Durbin Watson statistic was 1.71. The result reveals that remuneration was not significant at 0.05alpha level. This implies that relationship between staff remuneration and performance was not statistically significant at 5% alpha level.

Research question 3: What is the relationship between staff promotion and job performance in the University of Port Harcourt library, Rivers State?

H₀₂: There is no significant relationship between staff promotion and job performance in the University of Port Harcourt library, Rivers State.

Table 3: Summary on the regression analysis on the relationship between staff promotion and job performance in the University of Port Harcourt library, Rivers State

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.240309	0.261161	8.578253	0.0000
PROMOTION	0.267118	0.095770	2.789168	0.0090
R-squared	0.200608	Mean dependent var		2.954242
Adjusted R-squared	0.174821	S.D. dependent var		0.327767
S.E. of regression	0.297742	Akaike info criterion		0.473512
Sum squared resid	2.748156	Schwarz criterion		0.564209
Log likelihood	-5.812942	Hannan-Quinn criter.		0.504029
F-statistic	7.779459	Durbin-Watson stat		1.776075
Prob(F-statistic)	0.008954			

Table 3: Summary on the regression analysis on the relationship between staff promotion and job performance($r=0.447$, r -squared= 0.2006) in the University of Port Harcourt library, Rivers State. When the staff promotion was regressed on staff job performance, the coefficient of determination (R-squared) value was found to be 0.201. The F-statistic was 7.78 with $p=.008$ and the Durbin Watson statistic was 1.77. The result reveals that remuneration was significant at 0.05alpha level. This implies that relationship between staff promotion and job performance was statistically significant at 5% alpha level.

Research question 4: What is the relationship between staff work environment and job performance in the University of Port Harcourt library, Rivers State?

H_{03} : There is no significant relationship between staff work environment and job performance in the University of Port Harcourt library, Rivers State

Table 4: Summary on the regression analysis on the relationship between staff work environment and job performance in the University of Port Harcourt library, Rivers State

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.289119	0.213325	10.73065	0.0000
ENVIRONMENT	0.288046	0.089788	3.208082	0.0031
R-squared	0.249245	Mean dependent var		2.954242
Adjusted R-squared	0.225028	S.D. dependent var		0.327767
S.E. of regression	0.288542	Akaike info criterion		0.410739
Sum squared resid	2.580948	Schwarz criterion		0.501436
Log likelihood	-4.777186	Hannan-Quinn criter.		0.441255
F-statistic	10.29179	Durbin-Watson stat		1.788891
Prob(F-statistic)	0.003099			

Table 4: Summary on the regression analysis on the relationship between work environment and job performance($r=0.499$, r -squared= 0.249) in the University of Port Harcourt library, Rivers State. When the work environment was regressed on staff job performance, the coefficient of determination (R-squared) value was found to be 0.249. The F-statistic was 10.29 with $p=.003$. The

result reveals that remuneration was significant at 0.05alpha level. The Durbin Watson statistic was 1.78. This implies that relationship between work environment and job performance was statistically significant at 5% alpha level.

10 DISCUSSION OF FINDINGS

The discussion of findings was done under the following subheadings.

The level of staff job performance in the University of Port Harcourt library

Based on the data analysis in research question one, the result finding shows that the respondents rated their job performance above average. The finding of the study of Abubakar (2016) is in concord with this study showing that their overall level of performance of librarians was good. All the motivational factors had good ratings. The study recommended the regular assessment of librarians' performance, adequate motivation of librarians; sustenance of the tempo of librarian's performance by exploring better ways of job performance(s).

The relationship between staff remuneration and job performance

The result of analysis in research question two reveals that the relationship between staff remuneration and job performance in the University of Port Harcourt library, Rivers State was not statistically significant though positive, thus weak but positive. This finding is in agreement with an earlier finding by Agba, Ogaboh-Mboto and Agba (2013) that employee job performance are greatly influenced by regular and good wages (regular and good remuneration). This is because workers have their basic or psychological needs to meet both at home and at workplace. Any delay or irregular payment of salary could result to gross drop in workers commitment and this could negatively affect their performance at workplace.

The relationship between staff promotion and job performance

Summary on the regression analysis on the relationship between staff promotion and job performance($r=0.447$) in the University of Port Harcourt library, Rivers State. When the staff promotion was regressed on staff job performance, the coefficient of determination (R-squared) value was found to be 0.201. The F-statistic was 7.78 with $p=.008$ and the Durbin Watson statistic was 1.77. The result reveals that remuneration was significant at 0.05 alpha level. This implies that relationship between staff promotion and job performance was statistically significant.

The relationship between staff work environment and job performance

The result of the finding based on data analysis in research question from Table 3 shows that the relationship between work environment and job performance in the University of Port Harcourt library, Rivers State was positive and strong ($r=0.499$). Thus, statistically significant at 5% alpha level. Amusa, Iyoro and Olabisi (2013) citing Kampert aver that employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save cost, and improve the productivity of their workers. In accordance, Sakir and

Fajonyomi (2007) identified clean environment as part of the incentive packages that can be given to workers. The study of Petcharak (2002), corroborate with the above as he identified that when the work environment is not satisfactory to the employee, his performance is poor and this ultimately leads to poor performance of the organization.

11. CONCLUSION

The level of staff job performance in the institution was above average. Remuneration, work environment and promotion had relative positive relationship with job performance. An implication of the established finding is that one of the cardinal roles of library executives is to ensure quality service provision and delivery through the effort of their staff. No organisation can survive without the full support and contribution of their staff. Hence, it is expected that the library staff should be positively motivated to enable them perform optimally in an effective and efficient manner.

12. RECOMMENDATIONS

Based on the finding, the following recommendations were made:

1. Library executives should take initiatives to motivate staff for a concomitant increase in their job performance. This is because until the desire of the staff are understood and met, the performance of staff will continue to decline.
2. Management of the library studied should ensure adequate and encouraging remunerations.
3. The management should ensure that staff are promoted as and when due with prompt payment of all corresponding benefits.
4. There should be an established favourable work environment that will enable and enhance staff job performance that will lead to or commit the staff to achieving the desired outcomes and goals of the institution.
- 5.

13. REFERENCES

- Abubakar, N.U., 2016, Motivational factors as correlate of job performance of librarians in State owned universities in North Central Nigeria. PhD Thesis. University of Nigeria, Nsukka.
- Agba, A.M.O., Mbotto, W.A. & Agba, M.S., 2013, Wages or other conditions: a critical assessment of factors in workers performance in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3(7), 489-505.
- Akanbi, P.A., 2011, Influence of extrinsic and intrinsic motivation on employees' performance. Available at: <http://www.ilo.org/public/english/iira/documents/congresses/regional/lagos2011/3rdparallel/session3b/motivationworker.pdf.com>. Accessed 2/7/2019.
- Al-Omari, K. & Okasheh, H., 2017, The influence of work environment on job performance: a case study of engineering company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544-15550.
- Amabile, T.M., 1993, Motivational synergy: toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review*, 3(3), 185-201.

Amusa, O.I., Iyoro, A.O. & Olabisi, A.F., 2013, Work environments and job performance of librarians in the public universities in South –West Nigeria. *International Journal of Library and Information Science*, 5(11), 457-461.

Bamgbose, A.A. & Ladipo, S.O., 2017, Influence of motivation on academic library employees' performance and productivity in Lagos, Nigeria. *Journal of Information and Knowledge Management*, 8(2), 33-47.

Broussard, S.C., & Garrison, M.E.B., 2004, The relationship between classroom motivation and academic achievement in elementary-school-aged children. *Family and Consumer Sciences Research Journal*, 33(2), 106–120.

Dessler, G., 2011, *Human resource management, (12th Ed.)*. Upper Saddle River, New Jersey: Pearson Education Inc.

Gredler, M.E., 2009, *Learning and instruction: theory into practice. (6th Ed.)*. Upper Saddle River, New Jersey: Pearson Education, Inc.

Harris, M., 2000, *Human resource management: a practical approach. (2nd Ed.)*. Forth Worth: Dryden Press.

Herzberg, F.I., 1987, One more time: how do you motivate employees? *Harvard Business Review*, 65(5), 109-120.

Ibara, E.C., 2010, *Perspectives in educational administration*. Port Harcourt: Rodi Printing and Publishing Coy.

Igbinovia, M.O. & Popoola, S.O., 2016, Organizational culture and emotional intelligence as predictors of job performance among library personnel in academic libraries in Edo State, Nigeria. *Journal of Information Science Theory and Practice*, 4(2), 34-52.

Johari, J. & Yahya, K.K., 2009, Linking organizational structure, job characteristics, and job performance constructs: a proposed framework. *International Journal of Business and Management*, 4(3), 145-152.

Johari, J. & Yahya, K.K., 2016, Job characteristics, work involvement, and job performance of public servants. *European Journal of Training and Development*, 40(7), 554-575.

Katamba, A.S., 2015, Survey of intrinsic/extrinsic motivation, job satisfaction and job performance in university libraries in North-Central, Nigeria. *Journal of Science, Technology, Mathematics and Education (JOSTMED)*, 11(2), 76-85.

Khan, W. & Iqbal, Y., 2014, An investigation of the relationship between work motivation (Intrinsic & Extrinsic) and employee engagement: a study on Allied Bank of Pakistan. Master's Thesis. Umea School of Business, Umea University.

Kim, D., 2006, Employee motivation: "just ask your employees". *Seoul Journal of Business*, 12(1), 19-35.

Lawler, E.E., 2003, *Treat people right*. San Francisco: Jossey-Bass Inc.

Mallaiah, T.Y. & Yadapadithaya, P.S., 2009, Intrinsic motivation of librarians in university libraries in Karnataka. *DESIDOC Journal of Library & Information Technology*, 29(3), 36-42.

Maud, L., 2001, *An introduction to human resource management: theory and practice*. New York: Palgrave.

Miller, J., 1980, Individual and occupational determinants of job satisfaction: a focus on gender differences. *Work and Occupations*, 7(3), 337-366.

Mullins, L.J., 2005, *Management and organisational behaviour. (7th Ed)*. London: Prentice Hall.

Ntui, A.I., Adu, A.V. & Usang, E.I., 2014, Motivation as correlates of work attitude of library staff in tertiary institutions' libraries in Cross River State, Nigeria. *Journal of Information Sciences*, 2(2), 55-65.

Petchark, P., 2002, The assessment of motivation in the Saint Paul Hotel Employees. Master of Science Thesis, University of Wisconsin–Stout.

Pfeffer, J., 1998, Six dangerous myths about pay, *Harvard Business Review*, 76(3), 109-119.

Robbins, S.P., 2003, *Essentials of organizational behaviour. (7th ed.)*. Upper Saddle River, New Jersey: Pearson Education.

Saka, K.S. & Salman, A.A., 2014, An assessment of the levels of job motivation and satisfaction as predictors of job performance of library personnel in Nigerian universities. *Journal of Balkan Libraries Union*, 2(2), 26-33.

Saka, K.A., Akor, P.U. & Opaleke, J.S., 2016, Influence of motivation and job satisfaction on the performance of staff in university libraries in North Central Geo-Political Zone of Nigeria. *Nigerian Libraries*, 49(1 & 2), 1-7.

Sakir, A. & Fajonyomi. A.A., 2007, Career growth and financial benefit as factors motivating grade II teachers in Borno State to return to further training. *Educ. Forum*, 10(1), 21-25.

Seltzer, A.J., 2010, Salaries and promotion opportunities in the English banking industry, 1890-1936. *Business History*, 52(5), 737-759.

Shah, K. & Shah, P.J., 2010, Motivation. Available at: <http://www.laynetworks.com/Motivation.html>. Accessed 4/7/2019.

Sule, O.E., Amuni, S.I., Obasan, K.A. & Banjo, H.A., 2015, Wages and salaries as a motivational tool for enhancing organizational performance. a survey of selected Nigerian workplace. *EuroEconomica*, 4(1). Available at: <http://journals.univ-danubius.ro/index.php/euroeconomica/article/view/2466/2533>. Accessed 4/7/2019.

Taylor .J. & Taylor. R., 2011, Working hard for more money or working hard to make a difference? efficiency wages, public service motivation and effort. *Review of Public Personnel Administration*, 31(1), 67-86.

Uchendu, E.M., 2014, *Management and administration of library and information science*. Owerri: Cel-Bez Publishing Co. Ltd.

Ukaejiofo, R.U., 2013, Impact of motivation on employees' performance: a case study of credit west bank Cyprus. *Journal of Economics and International Finance*, 5(5), 199-211.

Upev, M.T., Chorun, M.T. & Idachaba, J.A., 2015, The effects of motivation on staff productivity/performance at the Francis Sulemanuu Idachaba library, university of agriculture, Makurdi-Nigeria, *IOSR Journal of Research & Method in Education*, 5(2), 1-7.