

Motivation and job satisfaction as correlates of job performance of library staff in Landmark University, Omu-Aran, Kwara State

Abdul Hadi Ayodeji, *CLN*¹, Yahaya Aliyu Ismaila, *CLN, IICMR*² and ³Olusanya Dotun Emmanuel, *CLN*

Kwara State University Library, Malete^{1,2}.

³Agricultural and Rural Management Training Institute, Ilorin, Kwara State

E-mail: ³dotunolusanya86@gmail.com

Abstract

This study examined motivation and job satisfaction as correlates of job performance of library staff in Landmark University, Omu-Aran, Kwara State. Descriptive survey research design was adopted and the entire 25 library staff constituted the population and sample of the study. Questionnaire was used to collect data from the 25 staff, out of which 23 copies of the questionnaire were completely filled and returned. Frequency counts and percentages were used to analyze the data collected to answer the six research questions while Product Moment Correlation Coefficient (PPMC) and multiple regression analysis were used to test the null hypotheses of the study. The study revealed that the level of job performance of the respondent is high; that appreciation, promotion, financial incentives, among others are the major motivational factors that influence job performance of the respondents while salary structure, job security, relationship with co-workers, institution's policies, and work itself are the factors that determine the job satisfaction of the respondents; that motivation and job satisfaction influence the job performance of the respondents to a great extent while inadequate funds to support career development programme of the staff, insufficient technological skills, and lack of proper motivation from the superior are the major barriers to the effective performance of the respondents. The results of the tested hypotheses revealed that motivation and job satisfaction jointly influence the job performance of the respondents. The study recommends that library management should ensure that staff are constantly motivated and satisfied with their jobs which will in turn enable them to improve their performance and organizational productivity; library management in conjunction with the university management should provide enough fund to support career development programmes of the staff.

Keywords: Motivation, job satisfaction, job performance, academic library, library staff

Introduction

It is truism that the importance of academic library in any higher institution cannot be overemphasized. Due to the fact that this library had been making tremendous impact on the teaching, learning and research activities of the parent institution. This is achieved through the provision of both print and non-print information resources, and the provision of different information services such as reference service, current awareness services, bibliographic services selective dissemination of information, reprographic services among others to the staff, students, researchers and other community of users. These information resources and services are pivotal to the achievements of goals and objectives of the parent institution. However, for academic library to render

their services to the community of users effectively, the important of library staff to activate these services cannot be overestimate. This is because, they are the people that possessed skills in collection development, technical processing of information sources, user education and services (Amusa, Iyoro & Olabisi, 2013). Most importantly, the high job performance of these staff is important in the sense that it will help them to deliver high quality service to the library users, boosts the image of the library and that of the parent institution. However, in determine the factors that influence the job performance of library staff, there are some psychological factors that have the potential to influence their job performance such as motivation, self-efficacy, job satisfaction, job security,

organizational culture among others. Therefore, this study will only focus on motivation and job satisfaction.

Motivation is one of the important factors used in many organizations including the library to influence the performance of their staff. In corroboration to this statement, Miner (2015) stated that many psychologists opined that motivation is one of the essential factors used by many employers who want their employees to perform their job effectively. In the same vein, Eze, Okeke and Okoroafor (2019) noted that motivation in the work environment always play an important role in recruiting and retaining professionals in work places including the libraries. The term motivation according to Yusuf (2015) can be defined as the psychological force that defines the attitude of a person in an institution reflecting his/her level of efforts in facing obstacles. This means that motivation propel individuals to do something for a reward or award or to make people to move in a certain direction so as to achieve desired results, and encourage individual to perform their job effectively. According to Obajemu, Dekpen and Ojo (2012), motivational factor can be grouped into two, that is, intrinsic and extrinsic motivational factor. Intrinsic motivation are the factors related to the content of the job itself and contribute to job satisfaction and subsequently increase performance or effectiveness of the employee. These include achievement, recognition, advancement, the work itself, responsibility, and growth while extrinsic motivation are the factors that were pertained to the conditions under which a job is performed and they include organizational policies and administration, salary, job security, working conditions, personal life, interpersonal relations with supervisors, peers, and subordinates, supervision, and status (Umeozor, 2018). These factors are very important tools used

in any organization to compel the staff to perform a certain task effectively with the aim of getting positive results. In the library setting, the use of motivational factors will unquestionably affect the overall input and performance of the staff in achieving the desire goals and objectives of the library.

Another important factors that have potential to influence the performance of library staff is job satisfaction. The concept of job satisfaction is a worker's sense of achievement and is generally noted to be directly associated to improve efficiency as well as their personal welfare (Omole, 2020). According to Ezeamama (2019), job satisfaction refers to the level to which workers like their work and the attitude displayed by workers towards their jobs. The importance of this factor in determining the performance of an employee in any organization cannot be overemphasized. Because, it is alleged that this factor seems to contribute greatly to the performance and commitment of the library staff. In support of this statement, Babatunde, Issa, Saliu, Babafemi, Abdulraheem and Otonekwu (2021) affirmed that when a library staff experiences a drop in job satisfaction, it tends to leads to poor performance even if the employers make available tools required to perform the job and reward them handsomely while allowing them to express creativity in their area of specialization, they will still perform poorly. Kuria (2011) postulated that there are some factors that can make employees become satisfied with their job and perform effectively, these include the security offered to them from economic strain, clean policy of grievances, opportunity to contribute ideas and suggestions, recognition of their effort, participation in decision making and managing the affairs, clear definition of duties and responsibilities. These measures can make employees to be more inventive and come up with step-forward that

guarantee the organization's growth which will in turn enhanced quality service delivery and employee commitment (Lawson, 2018). Based on these submissions, it seems that motivation and job satisfaction if used effectively have potential to influence the performance of library staff. Due to the fact that library cannot achieve her goals and objective where the staff were not properly motivated and dissatisfied with the conditions of their work. Therefore, it is in the light of this that this study was designed to examine motivation and job satisfaction as correlate of job performance of library staff in Landmark University, Omu-aran, Kwara State.

Statement of the problem

The importance of motivation and job satisfaction in maintaining and increasing the performance of any staff including the library staff cannot be overemphasized. This is because these factors are the vital elements in higher learning institutions for increasing the performance of the staff. In other words, these factors (motivation and job satisfactions) are important in enhancing the performance of the staff because when the staff are sufficiently motivated and satisfied with the condition of their job, they become devoted to duty which will in turn leads to higher productivity and efficiency. However, lack of motivation and job satisfaction could result to low productivity and inefficiency among the staff. Over the years, many researchers reported that the level of motivation and job satisfaction of library staff was low which have negative effect on their performance (Idiegbeyan-Ose, 2017; Oyovwevotu, 2017). By implication, if this issue is not properly managed or address, it will pose a threat to their information service delivery. Despite the fact that many researchers have carried out studies on the influence of motivation

and job satisfaction on the job performance of library staff, however, it was observed none of them directly focus on the influence of motivation and job satisfaction on the performance of library staff in Landmark University, Omu-aran. This means that previous researchers have neglected this area. Therefore, it is in the light of this that this study was set out to examine motivation and job satisfaction as correlate of job performance of library staff in Landmark University, Omu-aran, Kwara State.

Objectives of the study

The main objective of this study is to examine motivation and job satisfaction as correlates of job performance of library staff in Landmark University, Omu-aran, Kwara State. The study set out specifically to:

1. Determine the level of job performance of library staff in Landmark University, Omu-aran, Kwara State;
2. Identify motivational factors that influence the job performance of library staff in Landmark University, Omu-aran, Kwara State;
3. Identify factors that determine the job satisfaction of library staff in Landmark University, Omu-aran, Kwara State;
4. Determine the extent to which motivational factors influence the job performance of library staff in Landmark University, Omu-aran, Kwara State;
5. Determine the extent to which job satisfactions influence the job performance of library staff in Landmark University, Omu-aran, Kwara State; and
6. Identify barriers to the effective job performance of the library staff in Landmark University, Omu-aran, Kwara State.

Research questions

The following research questions are answered in the study:

1. What is the level of job performance of library staff in Landmark University, Omu-aran, Kwara State?
2. What are the motivational factors that influence the job performance of library staff in Landmark University, Omu-aran, Kwara State?
3. What are the factors that determine the job satisfaction of library staff in Landmark University, Omu-aran, Kwara State?
4. To what extent does motivational factors influence the job performance of library staff in Landmark University, Omu-aran, Kwara State?
5. To what extent does job satisfactions influence the job performance of library staff in Landmark University, Omu-aran, Kwara State?
6. What are the barriers to the effective job performance of the library staff in Landmark University, Omu-aran, Kwara State?

Hypotheses

The following null hypotheses are tested at 0.05 level of significant in the study:

- H₀₁ There is no significant relationship between motivation and job performance of library staff in Landmark University, Omu-aran, Kwara State
- H₀₂ There is no significant relationship between job satisfaction and job performance of library staff in

Landmark University, Omu-aran, Kwara State.

- H₀₃ Motivation and job satisfaction will not jointly influence the job performance of library staff in Landmark University, Omu-aran, Kwara State.

Scope of the study

This study focused on motivation and job satisfaction as correlate of job performance of library staff in Landmark University, Omu-aran, Kwara State. The study focused on two independent variables - motivation and job satisfaction, and also one dependent variable, that is, job performance of library staff. The study is geographically limited to Landmark University, Omu-aran, Kwara State. The population of the study consisted of all the library staff in Landmark University Library which is also known as Center for Learning Resources (CLR). Questionnaire was used to collect data from the respondents. Frequency counts and percentages were used to analyze the data collected for the six research questions while Pearson Product Moment Correlation (PPMC) and multiple regress analysis were used to analyse the data used to test the hypotheses of the study.

Literature review

Motivation and job satisfactions are one of the key factors which could have effect on the performance of the staff in any organization including the library. In the library setting, many studies had been carried out on the influence of motivation as well job satisfaction on the performance of library staff. For example, Babalola and Nwalo (2013) examined job motivation as it influenced the productivity of each librarian in colleges of education in Nigeria. The study adopted correlation research design. The population for the study comprises 356 librarians in the colleges of education in

Nigeria. The instrument used for data collection included questionnaires and structured interview guide for college librarians only. Findings from the study revealed that majority of the sampled librarians are not productive. Meaning that their productivity/performance is low. Moreover, job motivation influenced the productivity of librarians to a significant extent with values ($r=0.275$; $p < 0.05$). In the same vein, Bamgbose and Ladipo (2017) investigated 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.

Saka and Salman (2014) assessed the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. The study reported that the job performance of library personnel is high and majority of the respondent were moderately motivated which in turn improve their job performance. Yaya (2017) investigated the correlational effects of motivation, emotional intelligence and human capital development on the job satisfaction 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 study revealed significant relationship among the combined contributions of motivation, emotional intelligence and human capital development on job satisfaction and productivity of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries was high. Another study carried out by Ajie, Soyemi and Omotunde (2015) as well as Urhefe (2015) also assessed the impact of motivation on job performance and organizational commitment of library staff of all academic and research libraries in Nigeria. The results presented that motivation has a strong impact on job performance and also there exists strong relation between motivation, job performance and organizational commitment of library personnel.

Yusuf, Baba and Suleiman (2015) discovered the factors of motivating library paraprofessional staff in Nigerian universities. The results revealed that pay, job structure, job rotation, job expansion, promotion, education and in-service training were the most motivational tactics used by the library managers to motivate their staff. The study further showed that some other motivational factors, that is, employee recognition, performance appraisal, salary and welfare facilities were not enough. The study of Babatunde, Issa, Saliu, Babafemi, Abdulraheem and Otonekwu (2021) on the effects of motivation on job satisfaction and performance of librarians in University of Ilorin Library. The descriptive survey design was adopted for the study. The population was made up of all the professional and

paraprofessional librarians, totally 46 librarians. Relevant data were collected using a questionnaire and 41 out of 46 copies. The questionnaire distributed were returned and used for the analysis using simple percentages and frequency tables. The findings show that librarians' job performance can be judged based on the time taken to complete task, as well as the accuracy and quality of the work done; motivational factors such as an opportunity for promotion, good working condition, involvement at work, promotion and financial reward affects the job performance and satisfaction of library staff. The study also revealed that job satisfaction has great influence on job performance of library personnel.

Patrick (2011) examined job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria. The study was guided by six research questions. Descriptive survey was used to conduct the study. The population of the study was made up of 110 librarians in the four federal university libraries in South East Nigeria namely; University of Nigeria Library, Nsukka; Nnamdi Azikiwe University Library, Awka; Federal University of Technology Library, Owerri; and Michael Okpara University of Agriculture Library, Umudike. Data were collected using questionnaire and a total of 92 out of 110 copies questionnaire distributed were returned and found usable. Data were analyzed by mean, percentages and frequency. The findings revealed that general job satisfaction exist among the librarians in federal university libraries in Southeastern Nigeria. This was as a result of the existence of constituents of job satisfaction such as opportunity for promotion, good working environment and salary. It also revealed that job satisfaction has great influence on job performance of the librarians. The study also showed that

that lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance and the existence of promotion opportunities and other factors such as, salary increment, opportunity for training, concrete job description will to a very great extent enhance the job satisfaction and performance of these librarians.

Furthermore, Lawson (2018) comparing the extent to which employee motivation and job satisfaction promote productivity among staff of Sam Jonah and Osagyefo libraries and the various strategies adopted by management of both libraries to provide motivational packages in their workplaces. The study which was a cross-sectional survey used questionnaire to collect data from 184 library staff of both Sam Jonah and Osagyefo libraries in Ghana. Data were analyzed by using descriptive statistics, that is, means and standard deviation; and inferential statistics of Multiple Regression analysis. The study revealed that hygiene factors such as salary, working conditions, supervision, policies, interpersonal relation and fringe benefits could serve as determinants of job satisfaction of staff of Sam Jonah and Osagyefo libraries. Also, the study reveals that no differences existed among the various categories of staff of the two libraries in terms of motivation or satisfaction with salary, working conditions, supervision, policies, job security, personal relationships and fringe benefits. Furthermore, motivation was identified to be a factor that contributes to employees' job satisfaction of staff of both libraries.

Okhaku and Omoike (2017) examined how job satisfaction affects library officer's productivity in three selected universities in Nigeria. The research was carried out in three selected libraries in Ibadan, sampled population was 72 library's officers. The data collected were analyzed

using frequency and percentages to answer the research questions. The design adopted for this study was the survey research design. The instrument used for collecting data was questionnaire and direct Observation. A questionnaire was designed to obtain information relating to the research questions and research objectives from the respondents. The study found that job satisfactions affect productivity of library officers in institutions to a very large extent. In addition, Ranaweera, Li and Bodhinayake (2018) conducted research on job satisfaction of library staff: A study based on University Libraries in Sri Lanka. The study sampled 510 respondents representing all professional, para-professional and auxiliary staff categories working in 14 Sri Lankan academic libraries. A Semi structured questionnaire with five-point likert scale was used to solicit quantitative data for the work. The findings indicated that academic library employees were fairly satisfied with their jobs and co-workers, salary and benefits, physical working condition, career development opportunities, work itself, appreciation and feedback identified as the main factors of job satisfaction.

A study carried out by Bamigboye, Buraimo and Ajani (2008) on job satisfaction and performance of academic librarians in Nigerian university in South-west 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. The studies found that majority of staff were satisfied with their work though they were not paid enough. The study also found that librarians in the selected institution were more committed to work and do their job effectively. Also, Idiegbeyan-Ose, Aregbesola, Owolabi and Eyiolorunsh

(2019) investigated the relationship between motivation and job satisfaction of staff in university libraries in Nigeria. The study adopted survey research design, the population consisted of all the 361 library staff in the private university in South-West, Nigeria, and total enumeration was used. The research instrument used was a questionnaire, which was validated by experts in the field of library and information Science and human resources management. The results show that the level library staff job satisfaction was low, while their motivation level was high.

Also, Komolafe and Gbotosho (2019) examined the influence of staff motivation on the job performance of the library staff in Osun State University. The result showed that promotion, wages and salary among others are the factors that motivate library staff to perform their job. Also, the study found that the level of job performance of library staff is high while the motivational parameters identified influence the performance of the library staff to a great extent except recognition of service and award that influences their performance to some extent. Furthermore, inadequate infrastructural facilities, poor technological skills among others are some of the challenges impending performance of library staff. The study also established that there is a significant relationship between staff motivation and job performance of the library staff.

Sanusi (2015) assessed the effect of motivation on job satisfaction of teacher librarians in Federal Capital Territory (FCT) Abuja. The result of the study revealed that teacher librarians are satisfied with the motivational facilities provided within the schools. However, the findings also revealed that teacher librarians were not motivated with the areas of sponsorship and the incentives provided. Similarly, the teacher librarian also indicated high level of job

satisfaction with personnel interaction, in the area of institution and environmental factors as well as interpersonal relationship. Amusa, Iyoro and Olabisi (2013) investigated work environments and job performance of librarians in the public universities in Southwest, Nigeria. The findings revealed that the work environment of librarians in terms of physical facilities, open communication, motivation among others is fairly favourable while personnel emolument was considered not to be favourable at all. This inadequacy is reflected in the job performance of the librarians as their performance only seems to be fair. The study also established that there is significant correlation between work environment and job performance of the librarians. The study of Opeke, Ikonne and Adewoyin (2019) revealed that the level of job satisfaction of the respondents was high. Contributing to this was satisfaction with job security, relationship with co-workers, work itself and recognition. The results also revealed that although the level of job satisfaction of the respondents was high, they were not satisfied with their salary. Out of all the dimensions of job satisfaction, satisfaction with salary had the lowest mean. Badia and Madawaki (2016) found that the level of job satisfaction of the library personnel was low. Majority of the respondents were not satisfied with their jobs. Dina and Olowosoke (2018) examined the effect of motivation and job performance on library personnel effectiveness in Universities Libraries in Nigeria. The study found that motivation as well as job satisfaction leads to improved library personnel job performance. This means that motivation and job satisfaction had significant relationship with job performance of library personnel.

Methods

This study adopted descriptive survey research design. This design was considered appropriate because it would help the researcher to collect data from the target population through the use of questionnaire (Akomolafe, 2019). The population of this study consisted of all the library staff (professional, paraprofessional and supporting staff) in Landmark University, Omu-aran, Kwara State, Nigeria As at 2021/2022 academic session, the total number of the library staff in Landmark University Library, Omu-aran, Kwara State is 25 (Library Record, 2022). As a result of the manageable size of the library staff, the study used total enumeration sampling technique to determine the sample size which gave a sample size of 25. A self-designed questionnaire entitled: "Motivation and Job Satisfaction as Correlates of Job Performance of Library Staff Scale (MJSCJPLSS)" was used to collect data. The questionnaire was divided into two sections; that is, Section A and B. Section A deals with the demographic information of the respondents while Section B was subdivided to six (6) sections to gather data for the research questions and hypothesis of the study. The instrument was validated using content and construct validity by giving four copies of the questionnaire to the research experts in the Department of Library and Information Science, Kwara State University. The study used Cronbach's alpha technique for the reliability test of the instrument with a reliability co-efficient of $r=0.84$. Twenty-five copies of the questionnaire were personally administered by the researcher to the respondents in their various units with the help of research assistant. The respondents were asked to fill the questionnaire and return it immediately so as to have maximum response. Out of 25 copies of the questionnaire that were administered, 23 completely filled copies

were returned which gave 92% response rate. The data collected for the six research questions were coded into IBM-SPSS Version 26.0 and were analyzed using frequency counts and percentages while Pearson's Product Moment Correlation Coefficient (PPMC) and multiple regression were used to test the null hypotheses of the study.

Results

The results of the study are presented in this section according to the research questions and hypotheses.

Table 1 Demographic information of the respondents

Gender	Frequency	Percent
Male	10	43.5
Female	13	56.5
Total	23	100.0
Age		
20-29	5	21.7
30-39	10	43.5
40-49	6	26.1
50-59	2	8.7
Total	23	100.0
Status		
Professional	11	47.8
Paraprofessional	5	21.7
Supporting Staff	7	30.4
Total	23	100.0
Academic qualification		
School Certificate	4	17.4
OND/HND	7	30.4
Bachelor's degree	3	13.0
Master's degree	9	39.1
Total	23	100.0

The results in Table 1 reveal the demographic information of the respondents. The results show that majority of the respondents were female represented by 13 (56.5%). Based on the age distribution of the respondents, the results reveal that majority of the respondents fall between the age range of 30-39 represented by 10 (43.5%). On the status of the respondents, the results confirm that majority of the respondents were

professional librarian represented by 11 (47.8%) while majority of the respondents represented by 9 (39.1%) had Master's Degree.

Research question 1: What is the level of job performance of library staff in Landmark University, Omu-aran, Kwara State? This question is answered with the data in Table 2.

Table 2: Level of job performance of library staff in Landmark University

S/N	Statements	VH	H	L	VL
1	Ability to perform library routine effectively	15 (65.2%)	7 (30.4%)	1 (4.4%)	-
2	Punctuality	23 (100.0%)	-	-	-
3	Ability to solve the problem at hand with little or no supervision	14 (60.9%)	5 (21.7%)	3 (13.0%)	1 (4.4%)
4	Accuracy of work done	18 (78.3%)	4 (17.4%)	1 (4.4%)	-
5	Reliability under pressure	12 (52.2%)	9 (39.1%)	2 (8.7%)	-
6	Ability to perform schedule task on time	23 (100.0%)	-	-	-
7	Level of efficiency at work	20 (87.0%)	3 (13.0%)	-	-
8	Co-ordinating ability	11 (47.8%)	6 (26.1%)	4 (17.4%)	2 (8.7%)

Note: VH+H= High while L+VL=Low

The results in Table 2 show the level of job performance of library staff in Landmark University. The table reveals that 23 (100.0%) claimed that their level of punctuality; ability to perform the schedule task on time; and their level of efficiency at work is high. Furthermore, the results showed that 22 (95.6%) stated that their ability to perform library routine, and their level of accuracy of work done is high while 1 (4.4%) stated otherwise. The results also show that 21 (91.3%) claimed that their level of reliability under pressure is high while 2 (8.7%) claimed otherwise. The results further reveal that 19 (82.6%) stated

that their ability to solve the problem at hand with little or no supervision is high while 4 (17.4%) stated otherwise. Lastly, the results confirmed that 17 (73.9%) claimed that their coordinating ability is high while 6 (26.1%) claimed otherwise. In summary, it can be deduced that the level of job performance of the respondents is high.

Research question 2: What are the motivational factors that influence the job performance of library staff in Landmark University, Omu-aran, Kwara State? This question is answered with the data in Table 3.

Table 3: Motivational factors that influence job performance of library staff in Landmark University

S/N	Statements	Yes	No
1	Appreciation	14 (60.9%)	9 (39.1%)
2	Recognition of service and award	5 (21.7%)	18 (78.3%)
3	Promotion	20 (87.0%)	3 (13.0%)
4	Financial incentive	13 (56.5%)	10 (43.5%)
5	Benefits and allowance	17 (73.9%)	6 (26.1%)
6	Staff training and development	15 (65.2%)	8 (34.8%)
7	Good working condition	18 (78.3%)	5 (21.7%)
8	Wages and salary	22 (95.7%)	1 (4.4%)

Table 3 shows the motivational factors that influence job performance of library staff in Landmark University. It reveals that appreciation, promotion, financial incentives, benefit and allowance, staff training and development, good working condition, and wages and salary are

the major motivational factors that influence job performance of the respondents.

Research question 3: What are the factors that determine the job satisfaction of library staff in Landmark University, Omu-aran, Kwara State?

This question is answered with the data in Table 4.

Table 4: Factors that determine the job satisfaction of library staff in Landmark University

S/N	Statements	Yes	No
1	Salary structure	15 (65.2%)	8 (34.8%)
2	Job security	14 (60.9%)	9 (39.1%)
3	Supervision of the superiors	11 (47.8%)	12 (52.2%)
4	Relationship with co-workers	18 (78.3%)	5 (21.7%)
5	Institution's policies	13 (56.5%)	10 (43.5%)
6	Appreciation and feedback	6 (26.1%)	17 (73.9%)
7	Career development programme	7 (30.4%)	16 (69.6%)
8	Work itself	17 (73.9%)	6 (26.1%)

Table 4 reveals the factors that determine the job satisfaction of library staff in Landmark University. The table shows that salary structure, job security, relationship with co-workers, institution's policies, and work itself are the factors that determine the job satisfaction of the respondents.

Research question 4: To what extent does motivational factors influence the job performance of library staff in Landmark University, Omu-aran, Kwara State?

This question is answered with the data in Table 5.

Table 5: Extent to which motivational factors influence job performance of library staff in Landmark University

S/N	Item	
1	Very Great Extent	4 (17.4%)
2	Great Extent	10 (43.5%)
3	Some Extent	6 (26.1%)
4	Little Extent	2 (8.7%)
5	No Extent	1 (4.4%)

Table 5 reveals the extent to which motivational factors influence the job performance of library staff in Landmark University. The results showed that majority of the respondents 10 (43.5%) claimed that motivational factors influence their job performance to a great extent.

Research question 5: To what extent does job satisfactions influence the job performance of library staff in Landmark University, Omu-aran, Kwara State?

This question is answered with the data in Table 6.

Table 6: Extent to which job satisfaction influence the job performance of library staff in Landmark University

S/N	Item	
1	Very Great Extent	6 (26.1%)
2	Great Extent	9 (39.1%)
3	Some Extent	3 (13.0%)
4	Little Extent	1 (4.4%)
5	No Extent	4 (17.4%)

Table 6 depicts the extent to which job satisfaction influence job performance of library staff in Landmark University. It reveals that majority of the respondents 9 (39.1%) claimed that job satisfaction influences their job performance at great extent.

Research question 6: What are the barriers to the effective job performance of the library staff in Landmark University, Omu-aran, Kwara State?

This question is answered with the data in Table 7.

Table 7: Barriers to the effective job performance of library staff in Landmark University

S/N	Statements	Yes	No
1	Poor infrastructural facilities	5 (21.7%)	18 (78.3%)
2	Uncertainty of the staff about the future of their career	3 (13.0%)	20 (87.0%)
3	Lack of complete senior management commitment and support	7 (30.4%)	16 (69.6%)
4	Poor organizational culture in the library	2 (8.7%)	21 (91.3%)
5	Inadequate funds to support career development programme of the staff	19 (82.6%)	4 (17.4%)
6	Insufficient technological skills	17 (73.9%)	6 (26.1%)
7	Non-conducive environment to work	1 (4.4%)	22 (95.7%)
8	Lack of proper motivation from the superior	15 (65.2%)	8 (34.8%)

Table 7 indicates barriers to the effective performance of library staff in Landmark University. It shows that inadequate funds to support career development programme of the staff, insufficient technological skills, and lack of proper motivation from the superior are the

major barriers to the effective performance of the respondents.

H₀₁ There is no significant relationship between motivation and job of library staff in Landmark University, Omu-Aran, Kwara State.

This hypothesis is tested with the data in Table 8.

Table 8: Relationship between motivation and job performance of the library staff

Variables	Mean	SD	N	DF	R-cal	P-value	Remark
Motivation	14.20	3.22	23	21	0.68	.001**	Sig.
Job performance	8.07	0.92					

*Source: Field Survey (2022) ** Correlation is significant at the 0.01 level (2-tailed)*

Table 8 reveals the result of the tested hypothesis. The table shows that there is a significant relationship between motivation and job performance. This is shown in the result where the correlation coefficient (r) is = 0.68 while P-value is 0.001 which is lesser than the level of significance 0.05 (P<0.05). This therefore means that that there is a significant relationship between motivation and job performance. Therefore, the null hypothesis

is rejected and the study concludes that, there is a significant relationship between motivation and job performance of library staff in Landmark University.

H₀₂ There is no significant relationship between job satisfaction and job performance of library staff in Landmark University, Omu-aran, Kwara State.

This hypothesis is tested with the data in Table 9.

Table 9: Relationship between job satisfaction and job performance of the library staff

Variables	Mean	SD	N	DF	R-cal	P-value	Remark
Job Satisfaction	8.62	3.11	23	21	0.88	.001**	Sig.
Job Performance	5.87	2.60					

Source: Field Survey (2022) ** Correlation is significant at the 0.01 level (2-tailed)

Table 9 shows that there is a significant relationship between job satisfaction and job performance. This is confirmed in the result where the correlation coefficient (r) is = 0.88 and the associated P-value is 0.001 which is less than the level of significance 0.05 ($P < 0.05$). This means that that there is a significant relationship between job satisfaction and job performance. Hence, the null hypothesis is rejected and the study therefore concludes

that, there is a significant relationship between job satisfaction and job performance of library staff in Landmark University.

H₀₃ Motivation and job satisfaction will not jointly influence the job performance of library staff in Landmark University, Omu-aran, Kwara State.

This hypothesis is tested with the data in Table 10.

Table 10: Joint Influence of motivation and job satisfaction on the job performance of the library staff

R	R Square	Adjusted R Square	Std. Error of the Estimate
.437	.671	.822	8.1032

Analysis of Variance (ANOVA)

Model	Sum of Squares	DF	Mean Square	F-ratio
Regression	292.732	2	261.931	
Residual	3813.201	21	10.802	806.6
Total	4105.933	23		

Source: Field Survey (2022) ($P < 0.05$)

Table 10 gives the summary of the results of the multiple regression analysis for the joint influence of motivation and job

satisfaction on the job performance of the participants. The table indicates that motivation and job satisfaction significantly

predict the performance of library staff in Landmark University. Because the two independent variables (motivation and job satisfaction) jointly exert 82.2% influence on the job performance of library staff in Landmark University. This therefore, means that the stated null hypothesis is rejected and the study concludes that motivation and job satisfaction jointly influence the job performance of library staff in Landmark University.

Discussion

The importance of motivation and job satisfaction in any organization cannot be underestimate. Because these factors can be used as a parameter to influence the performance of the employees in an organization. The first findings of the study revealed that the level of job performance of the respondents is high. This is because majority of the respondents claimed that their level of punctuality; their ability to perform the schedule task on time; and their level of efficiency at work is high. This finding supported the study of Saka and Salman (2014) who level of job performance of library personnel in government and privately-owned universities in North-Central, Nigeria is high. The reasons for the high performance of the respondents may be connected to the amount of motivation parameters and the satisfactions they enjoy in their place of work. Furthermore, the second findings of the study showed that appreciation, promotion, financial incentives, benefit and allowance, staff training and development, good working condition, and wages and salary are the major motivational factors that influence job performance of the respondents. These motivational factors are one of the important tools that many employers use to drive their employee to perform a certain task effective and if use very well, they will bring the best out of their staff. This finding corroborates

the work of Komolafe and Gbotosho (2019) who reported that promotion, wages and salary, financial incentives are the motivational factors that motivate library staff in Osun State University Library to perform their job. Based on the factors that determine the job satisfaction of the library staff in Landmark University, the study found that salary structure, job security, relationship with co-workers, institution's policies, and work itself are the factors that determine the job satisfaction of the respondents. The management need to pay proper attention to these factors. This is because these factors can make employees to be more inventive and come up with step-forward that guarantee the organization's growth which will in turn enhanced quality service delivery and employee commitment. This finding supported the findings of Opeke, Ikonne and Adewoyin (2019) who found that job security, relationship with co-workers, work itself and recognition are the factors that determine the job satisfaction of library personnel in public universities in South-west, Nigeria.

On the extent to which motivation and job satisfaction influence the job performance of the library staff in Landmark University. The study found that motivation and job satisfaction influence the job performance of the respondents to a great extent. This may be the reason for the high performance of their library staff. This finding supported the work of Bamgbose and Ladipo (2017) as well as Babatunde, Issa, Saliu, Babafemi, Abdulraheem and Otonekwu (2021) who found that motivation and job satisfaction has great influence on the job performance of the library personnel in some academic libraries in Lagos State, Nigeria and University of Ilorin Library respectively. This implies that the use of motivational factors to induce the staff to perform a certain task is more effective in many libraries; and the extent to which staff

are satisfy with their job make them to perform their job effectively and efficiently. This also corroborates the work of Dina and Olowosoke (2018) who reported that motivation as well as job satisfaction leads to improved job performance of library personnel in Universities Libraries in Nigeria. Based on the barriers to the effective job performance of the library staff in Landmark University. The study found that inadequate funds to support career development programme of the staff, insufficient technological skills, and lack of proper motivation from the superior are the major barriers to the effective performance of the respondents. This finding contradicts the work of Komolafe and Gbotosho (2019) who reported that inadequate infrastructural facilities, poor technological skills among others are some of the challenges impending performance of library staff in Osun State University Library. These challenges are common in many libraries in developing countries including Nigeria. The implication of this finding is that if these barriers are not properly address, it will have negative effect on the productivity and performance of the library staff.

On the relationship between motivation and job performance of the library staff in Landmark University, the results showed that there is a significant relationship between motivation and job performance of library staff of the respondents. This finding is in agreement with the work of Komolafe and Gbotosho (2019) who found that there is a relationship between motivation and job performance of library staff in Osun State University. In looking at these findings, it is undoubted fact that a well-motivated staff will perform better than the staff that are not well motivated. Therefore, for library staff to perform their job effectively, the library management normally setup some motivation parameters that will induce the

staff to perform their job effectively and efficiently. Furthermore, the results of the second null hypothesis revealed that there is a significant relationship between job satisfaction and job performance of library staff in Landmark University. This finding implies that a staff who is satisfy with his or her job will perform better than the dissatisfied staff. This finding reflects the assertion of Babatunde, Issa, Saliu, Babafemi, Abdulraheem and Otonekwu (2021) who affirmed that when a library staff experiences a high level of job satisfaction, it will lead to high performance. However, if they experience a drop in job satisfaction, it tends to leads to poor performance even if the employers make available tools required to perform the job and reward them handsomely while allowing them to express creativity in their area of specialization, they will still perform poorly. Lastly, the results of the third hypothesis revealed that motivation and job satisfaction jointly influence the job performance of library staff in Landmark University. This finding corroborates the work of Dina and Olowosoke (2018) who reported that motivation and job satisfaction had significant relationship with the library personnel job performance in university libraries in Nigeria. This implies that if the management want to get best out their employees, they need to develop some parameters to motivate their employees and also pay attention to the factors that will make their employee to be satisfy with their job which will in turn have positive impact on their performance.

Conclusion

Based on the findings of this study, it could be concluded that job performance of the library staff in Landmark University is largely depends on the extent to which the staff are motivated and satisfy with their job. Therefore, if the library management could

pay cognizant attention to the factors that motivate the staff as well as the job satisfaction's factors, the staff will be more productive, efficient and effective in their place of work. This will in turn help the library and parent organization to easily achieve their desire goals and objectives. In the light of this the following recommendations are made:

1. Library management should ensure that staff are constantly motivated and satisfied with their jobs which will in turn enable them to improve their performance and organizational productivity.
2. Library management in conjunction with the university management should provide enough fund to support career development programme of the staff.
3. Library management should organize ICT seminars to train the staff so as to boost their technological skills which will enable them to use the available ICT tools in the library effectively.

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