
PERCEIVED WORK MOTIVATIONAL NEEDS AND JOB PERFORMANCE OF LIBRARIANS IN FEDERAL UNIVERSITY LIBRARIES IN NORTH-EAST NIGERIA

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Abstract

The paper assessed how librarians in the Federal University libraries in North-East Nigeria perceived their work motivational needs and job performance. In tune with the purpose, two research questions were raised. Descriptive survey research design was adopted. The population of this study comprised all the professional and non-professional staff working in the libraries of Federal university libraries in the North-East Nigeria. Total enumeration technique was used to and 275 respondents were sampled. Validated self-constructed structured questionnaire with the Cronbach's alpha reliability coefficients of 0.73 to 0.84 was used to collect data needed for the study. A response rate of 61% was achieved. Data collected were analyzed using descriptive statistics of frequency counts and mean. The findings revealed that there was a moderate level of job performance (mean= 2.80 on a five point scale) and the most prevalent perceived work motivational need was compensation (Mean = 2.07). The study concluded that job performance of librarians in North-East Federal University libraries was moderate and work motivational needs indicators were low. Therefore, it was recommended that librarians should be encouraged to perform better and Library Management should adopt strategies that would address librarians pressing work motivational needs.

Keywords: Federal university libraries, Job performance, Librarians, Work motivational needs.

Introduction

Every organization is established with the primary aim of fulfilling certain objective(s) or goal(s). For this to be accomplished, human and material resources are required. The managers of any organization or institution want effective and efficient productivity from the staff of their organization; reason being that, the best thing to happen to any organization big or small is the attainment of set goals and objectives. This, in most cases, is reflected in the increase in the level of productivity through job performance. Academic libraries in Nigerian universities have been making significant contribution to the mandate of their parent institution, which are, teaching, research and community services geared towards social, political and economic development of the country. Adeniran (2010) asserted that academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers. They provide

vast information resources and services which support the curriculum of these institutions. Library therefore, is of uttermost importance in any learning institution and community due to the fact that it is a structure which houses information materials (print and non-print) with the aid of services performed by librarians who have undergone training in library schools. Fatokun, Salaam and Ajegbomogun (2010) opined that library personnel are expected to perform some statutory functions so as to achieve the set objectives of their university library. Ability to carry out these functions is referred to as job performance.

Harikaran (2015) defined job performance as the net effect of a person's effort as modified by his/her abilities and traits and by his/her role perceptions. Job performance has become one of the significant indicators in determining an organizational performance. It is opined that a growing emphasis has been given on employee's job performance as a source of competitive edge to promote responsiveness in enhancing the overall organizational effectiveness and efficiency. Job performance can be inferred to as the discharge of statutory duties or functions based on library personnel field of specialization which are geared towards the attainment of the library objectives. In this regard, the Librarians' Registration Council of Nigeria (2014) opined that the performance of library personnel can be viewed in terms of competencies and skills which the library personnel should possess and demonstrate in discharging their duties. These competencies include: cognitive ability, practical skills, general skills and behavioural attributes. It is on this note that Na'angap (2012) argued that job performance of library personnel is determined by some factors such as knowledge, skills, motivation, ability and work environment. Generally, societal progress would not fully be attained unless performance is high and workers are satisfied. In fulfilling the objective of effective and efficient job performance, workers must be adequately motivated.

Motivation is a Latin word meaning 'to make'. It is a form of stimuli that propels an individual to put in their best to an assigned duty. It is described as the direction and persistence of action of an individual (Aarabi, Subramaniam and Almintisir 2013). Psychologists opined that motivation is what drives individuals towards realizing a set goal. Thus, if an organization or institution such as the library wants its employees (librarians) to act/behave/perform in a certain way to enable them achieve the university's mandate, it has to have an understanding of the kind of motivation that will encourage the employees to perform in the desired manner. Definitely, libraries and librarians perform a fundamental role within the university community in terms of providing information services to its patrons within and outside the university community. Afful and Antwi (2001) 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. On the contrary, they identified lack of promotion as a factor which adversely affected the development of the Library Assistants. Senyah (2003) came out with similar conclusion that Library Assistants in Kwame Nkrumah University of Science and Technology were adequately motivated through participative communication and good working relationship with their

supervisors. He concluded that timely promotion, recognition of experience and on the job training should be given serious attention in order to improve the existing motivational level of the Library Assistants. Madukoma, Akpa and Okafor (2014) also studied the effect of training and motivation on job performance of 135 library personnel of University of Lagos, Lagos State, Nigeria. The result of the study showed that training motivates library personnel in University of Lagos to do their jobs. In turn, motivation enhances their performance on the job. Otagburuagu (2012) investigated the extent of librarians' motivation in public libraries in South-east geopolitical zone of Nigeria, comprising Abia, Anambra, Ebonyi, Enugu, and Imo States. Five research questions guided the investigation. The findings of the study showed that librarians' motivation in the public libraries in the south-east geopolitical zone of Nigeria was low due to poor condition of service. Furthermore, the scholar discovered that a chain reciprocal relationship existed between librarians' motivation and conditions of service, funding, work environment, and training.

However, preliminary investigation coupled with the researcher's observation in some Federal University libraries tends to show that the level of job performance of librarians in Federal University libraries in Nigeria is on the decrease. Also, it appears that reports of heads of units in the library suggest that performance of librarians is on the decline. This is shown by librarian's attitude to work where some librarians go to work late resulting to reduced quantity of work output and increased friction. More so, Ademobi and Akintomide (2015) opined that a demotivated staff will constitute a nuisance to the organization and this in turn will result to low performance. Going by this, we can infer that well motivated personnel are crucial to the successful accomplishment of the roles, tasks and functions of librarians in university libraries. Against this backdrop, the paper assessed perceived levels of job performance and motivational needs of librarians in Federal University libraries in North-East Nigeria. In other words, this study investigated perceived motivational needs level and librarians' job performance in Nigerian universities with reference to the Federal Universities in North-East Nigeria. Precisely, the research questions answered were;

1. What is the level of job performance of librarians in Federal University libraries in North-East Nigeria?
2. What is the perceived work motivational needs of librarians in Federal University libraries in North-East Nigeria motivated?

Methodology

The study adopted a descriptive survey research design. The design enabled the researcher to collect data from respondents to assess the motivational needs and job performance levels of librarians in the selected Federal University libraries in North-East Nigeria. The title of the instruments was "Perceived Work Motivational Needs of Librarians Questionnaire (PWMNLQ) and Job Performance of Librarians Questionnaire (JPLQ)". The level of job performance was measured on a five point Likert type scale: Very High Degree (VHD); High Degree (HD); Moderate (M); Low Degree (LD) and

Very Low Degree (VLD), while measures for perceived motivational needs were; Strongly Agree (SA); Agree (A), Disagree (D); Strongly Disagree (SD) and Undecided (UD). In ensuring the content validity of the instruments, copies were given to lecturers in the Department of Library and Information Science and staff of the University of Ilorin library. These experts examined the instruments with regards to its relevance and language, comprehensiveness of the items, appropriateness of the contents and representativeness of the various areas of the study to ensure that it measured what it was supposed to measure. After the instrument had been validated, the suggestions made were incorporated in the questionnaires before the final drafts were developed. The instruments were then administered to the University of Ilorin library staff to establish its reliability for data collection. This was carried out among 20 staff of the library. The institution was not part of the study. Using Cronbach Alpha Co-efficient test (r) PWMNLQ and JPLQ were adjudged to be reliable because the co-efficient values 0.73 to 0.84 respectively. The population of this study comprised of all the professional and non-professional staff working in the libraries of Federal university libraries in the North-East Nigeria. Total enumeration sampling technique was used. Out of the 275 administered instrument, 168 of the instrument were retrieved giving a response rate of 61.1%. Data collected were analyzed using descriptive statistics of frequency counts and mean.

Results

Research Question 1: What is the level of job performance of librarians in Federal University libraries in North-East Nigeria?

Table 1. The level of job performance of librarians in Federal University libraries in North-East Nigeria

Dominant Characteristics	VHD 5	HD 4	M 3	LD 2	VLD 1	Me an	SD
Effectiveness on the job							
1. Performing duties assigned appropriately	75 (44.6%)	41 (23.4%)	2 (1.2%)	23 (13.7%)	27 (16.1%)	2.98	1.126
2. Working with others to achieve job duties	85 (50.6%)	18 (10.7%)	-	47 (28.0%)	18 (10.7%)	2.84	1.310
3. Meeting work schedules on time	96 (57.1%)	23 (13.7%)	-	44 (26.2%)	5 (3.0%)	3.02	1.288
4. Initiating and prioritizing job duties	70 (41.7%)	17 (10.1%)	-	66 (39.3%)	15 (8.9%)	2.54	1.371
Average mean						2.85	1.27
Creativity/innovation							
5. Creating new ideas to make performance easy	66 (39.3%)	27 (16.1%)	-	44 (26.2%)	31 (18.5%)	2.68	1.239
6. Giving fresh approaches to performance of librarians	80 (47.6%)	14 (8.3%)	-	45 (26.8%)	29 (17.3%)	2.77	1.295
7. Encouraging librarians to take initiative	84 (50.0%)	27 (16.1%)	1 (0.6%)	35 (20.8%)	21 (12.5%)	2.97	1.221
8. Adopting new ideas in the library	80 (47.6%)	31 (18.5%)	1 (0.6%)	35 (20.8%)	21 (12.5%)	2.95	1.210
Average mean						2.84	1.24
Punctuality							
9. Getting to the work place on time	81 (48.2%)	13 (7.7%)	-	64 (38.1%)	10 (6.0%)	2.66	1.401
10. Performing duties on time	69 (41.1%)	49 (29.2%)	3 (1.8%)	20 (11.9%)	27 (16.1%)	2.96	1.102
11. Encouraging others to be punctual to work	82 (48.8%)	16 (9.5%)	4 (2.4%)	33 (19.6%)	33 (19.6%)	2.84	1.301
12. Stimulating others to complete their job duties on time	87 (51.8%)	14 (8.3%)	-	54 (32.1%)	13 (7.7%)	2.82	1.370
Average mean						2.82	1.29
Quantity of work output							
13. Completing the task given	79 (47.0%)	24 (14.3%)	-	63 (37.5%)	2 (1.2%)	2.71	1.381
14. Performing job duties of others in their absence	60 (35.7%)	6 (3.6%)	-	1 (0.6%)	89 (53.0%)	2.24	1.416
15. Encouraging co-workers on the quantity of work output	75 (44.6%)	42 (25.0%)	2 (1.2%)	23 (13.7%)	26 (15.5%)	2.98	1.124
16. Maintaining high quantity of work output	81 (48.2%)	20 (11.9%)	-	45 (26.8%)	22 (13.1%)	2.82	1.289
Average mean						2.69	1.30
Overall mean						2.80	1.26

KEY: VHD=Very High Degree, HD=High Degree, M=Moderate, LD=Low Degree, VLD=Very Low Degree, X=Mean, SD= Standard Deviation *** Decision Rule if mean is ≤ 1.49 Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49=Moderate; 3.5 to 4.49= High; 4.5 to 5= Very High ***

Table 1 shows the level of job performance of librarians in the Federal University libraries in North-East Nigeria. It is shown from the table that the job performance of these librarians was Moderate with an average mean of 2.80 on a 5 point Likert type

scale. Going by the parameters measuring job performance which were on a moderate level, effectiveness on the job was 2.85, quantity of work output was 2.69, punctuality was 2.82 and creativity/innovation was 2.84. But performing duties of others in their absence which was an item under quantity of work output, it had a mean score of 2.24 which was showing a low degree of performance. Further, it can be deduced from table 1 on the level of job performance of librarians in Federal university libraries in North-East Nigeria, that effectiveness on the job had the highest mean of 2.85, followed by creativity and innovation 2.84, punctuality 2.82 and quantity of work output 2.69. Considering the four components of job performance, librarians in Federal University libraries in North-East Nigeria, were more effective on their job than creativity, punctuality and quantity of work output. The major components that contributed to their effectiveness on the job was that librarians were able to meet work schedules on time $X=3.02$, perform duties assigned appropriately $X=2.98$ and working with others to achieve job duties $X=2.84$.

Research Question 2: What are the perceived work motivational needs of librarians in Federal University libraries in North-East Nigeria?

Table 2: Work motivational needs indices of librarians in Federal University libraries in North-East Nigeria

S/N		SA	A	D	SD	UD	Mean	SD
Compensation (salaries, wages and allowances) index								
1	I am compensated in the office	11 (6.5%)	34 (20.2%)	41 (24.4%)	74 (44.0%)	8 (4.8%)	1.99	0.951
2	My salary is paid on time	11 (6.5%)	36 (21.4%)	39 (23.2%)	76 (45.2%)	6 (3.6%)	2.04	0.924
3	I am paid allowances for overtime duties	8 (4.8%)	41 (24.4%)	30 (17.9%)	83(49.4%)	6 (3.6%)	2.09	0.867
4	For extra job performed, I am paid allowances after doing the job	10 (6.0%)	45 (26.8%)	32 (19.0%)	77 (45.8%)	4 (2.4%)	2.15	0.880
	Average mean						2.07	0.91
Timely promotion index								
5	Promotion in the library is timely	13 (7.7%)	34 (20.2%)	43 (25.6%)	77 (45.8%)	1 (0.6%)	2.09	0.888
6	My promotion is not delayed in the library	13 (7.7%)	35 (20.8%)	37 (22.0%)	81 (48.2%)	2 (1.2%)	2.12	0.881
7	If I work hard, my promotion is timely	13 (7.7%)	22 (13.1%)	54 (32.1%)	77 (45.8%)	2 (1.2%)	1.94	0.900
8	Speedy promotion is also dependent on performing extra job outside my job description	15 (8.9%)	40 (23.8%)	36 (21.4%)	65 (38.7%)	12 (7.1%)	2.06	1.048
	Average mean						2.05	0.93
Staff development index								
9	I am sponsored to attend conferences, workshops and seminars in the	24 (14.3%)	-	71 (42.3%)	73 (43.5%)	-	1.86	0.991

10.	library regularly I am permitted to attend conference, workshop and seminars.	17 (10.1%)	40 (23.8%)	36 (21.4%)	68 (40.5%)	7 (4.2%)	2.14	1.005
11.	I don't undergo orientation, training and re-training in the library.	17 (10.1%)	22 (13.1%)	48 (28.6%)	79 (47.0%)	2 (1.2%)	2.02	0.935
12.	My staff development allowances are paid on time	16 (9.5%)	32 (19.0%)	40 (23.8%)	74 (44.0%)	6 (3.6%)	2.07	0.976
Average mean							2.02	1.00
Recognition index								
13.	I am motivated because of the recognition I receive from the library	8 (4.8%)	8 (4.8%)	68 (40.5%)	79 (47.0%)	5 (3.0%)	1.68	0.814
14.	After performing a job outside your job duties, I am recognized in the library	18 (10.7%)	31 (18.5%)	44 (26.2%)	67 (39.9%)	8 (4.8%)	2.04	1.034
15.	I am paid recognition benefits for job performed	2 (1.2%)	11 (6.5%)	66 (39.3%)	81 (48.2%)	8 (4.8%)	1.60	0.735
15.	Recognition in the library is based on favoritism	14 (8.3%)	38 (22.6%)	34 (20.2%)	81 (48.2%)	1 (0.6%)	2.18	0.871
Average mean							1.87	0.86
Overall mean							2.00	0.68

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

Table 3 shows the motivational need indices of librarians in the Federal University libraries in North-East Nigeria. It is shown from the table that majority of the respondents' responses were low on the motivational level indices with an average mean of 2.00 on a 5 point Likert type. Going by the parameters measuring motivational level, staff development attracted a point of 2.02, recognition had 1.87, compensation (salaries, wages and allowances) was 2.07 and timely promotion was 2.05.

Further, table 2 reveals that the motivational indices of needs of librarians in Federal university libraries in North-East Nigeria, unpaid allowances after doing a job X=2.15; overtime allowances were not paid for overtime duties X=2.09 and salaries were not paid on time X=2.04. On timely promotion measures, promotions of librarians were delayed, X=2.12 and speedy promotions of librarians were not based on extra job performed X=2.06. Also, for measures of staff development, librarians opined that they were not permitted to attend conferences, workshop and seminars, X=2.14; staff development allowances were not paid on time, X=2.07 and no form of orientation, training and retraining in the library X=2.07.

Discussion of Findings

The finding of the study showed a moderate level of job performance of librarians in Federal university libraries in North-East Nigeria. The measures of job performance showed that the results fluctuated between the average mean scores of 2.69 to 2.85; that is it was moving from moderate to high which is a positive move. It also showed from the questions raised in the instrument that most of the respondents performed their jobs to the best of their ability not minding if they are motivated or the work condition was good or not. The finding supports that of Oyewole and Popoola (2013) as the co-researchers discovered moderate level of job performance among library personnel in Federal Universities and Federal Colleges of Education in Nigeria. Similarly, Olorunsola (2012) reported high level of job performance by administrative staff including librarians in government-owned universities in South-West, Nigeria which contradicts the findings of the study. Beside, a study by Nwokike and Unegbu (2019), found out that level of job performance of librarians was high in Universities in South-East, Nigeria.

The result for the perceived motivational status of librarians in Federal university libraries in North-East Nigeria which was the second research question, showed that librarians in these Federal University libraries had low level on the scale. That is, librarians indicated a low level of motivation in terms of staff development, recognition, compensation and timely promotion. Librarians really had a low response to recognition compared to the other indices of motivational need such as staff development, compensation and timely promotion. This findings is contrary to the findings of Hafiza, Shah, Jamsheed and Zaman (2011); and Ekere (2012). They obtained the overall mean score of 3.99 and standard deviation of 0.48 for employees' motivation. Ekere (2012) found high level of intrinsic motivation of librarians in Nigerian universities. Just as in a study by Knust, Knust and Uds (2013), reasons for low motivational levels could be poor reward system, unequal conditions of service with analogous groups in the senior membership grade, staff not being encouraged to develop themselves and not being part of the decision-making and finally recognition not always being rewarded. In other words, with regards to those with low motivational rating, their reason included the following: delay in promotion and inadequate representation on Boards and committees, lack of recognition and poor working environment. Thus, the employees in the sample are most likely to be motivated through training and development, responsibility assignment, fringe benefits, enhanced salary and supervision more than promotion dimension as determined by the research questionnaire which is consistent with the results of previous studies by Roberts in Ajala (2012).

Conclusion

Assessment of perceived job performance and work motivational needs is of importance as it influences policies related to organizational growth and achievement. More so, job performance is important in that when it is lacking, it is a major evidence of a library, not being able to meet the objectives and goals for which a library is

established. Moreover, it has a significant influence on job related behaviours such as effectiveness on the job, quality of work output, punctuality and creativity/innovation of librarians. Therefore, any organisation that desires to achieve its goals should be able to encourage its staff. Based on the findings of this study, it is concluded that the level of job performance and work motivation of librarians in Federal University libraries in North-East Nigeria are not satisfactory and should be decisively addressed. Based on the foregoing, it can be said that librarians may perform better where they are recognized by the library management, paid recognition benefits, sponsored to attend workshops, conferences and seminars in and outside the library, compensated as at when due and promoted for hard work performed.

Recommendations

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

1. The study revealed that the job performance of the librarians was moderate. This suggests that Library management should encourage librarians to perform at their best duties assigned to them to meet the objectives of the library.
2. The study also revealed that there was a very low extent of work motivational status in the libraries located in the Federal University libraries in North-East Nigeria. Therefore, the Library management in collaboration with the University management should ensure that librarians are sponsored on staff development programmes, recognized for outstanding performances, compensated and promoted as at when due.

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