MOTIVATION AND JOB PERFORMANCE OF LIBRARIANS IN NIGERIAN PUBLIC UNIVERSITIES

ADEOLA, ASAFA
Information Resources Management Department
Babcock University, Ilishan-Remo, Ogun State

&

OWOLABI RUTH ONAJITE
Information Resources Management Department
Babcock University, Ilishan-Remo, Ogun State
owolabir@babcock.edu.ng

Abstract

The job performance of a librarian contributes to the sustainability of libraries. University libraries in Nigeria are faced with issues of poor job performance among librarians, leading to underutilization of library resources and declining user interest. This has created a perception within university communities that librarians are not performing as expected. Empirical studies exist in support of self-efficacy and job performance among organisations, but it is not apparent that a study among librarians in public universities in South-West, Nigeria, that included motivation as a variable. Therefore, this study investigated the influence of motivation on the job performance of librarians in public universities in Nigeria. The study adopted survey research with a population of 254. The total enumeration method was used since the population size is manageable. The instrumentation was a structured and validated questionnaire. The Cronbach's alpha value ranged from 0.83 to 0.92. The study findings reveal that motivation has a significant influence on the job performance of librarians in Nigeria ($Adj.R^2 = 0.183$, $F(1, 237) = 54.415$, $p < 0.05$). The findings show that Librarians had intrinsic motivation that makes their supervisors and colleagues appreciate their contribution to the library. In conclusion, motivation contributes to the job performance of librarians in public universities in Nigeria. The study recommended that the library administration should encourage librarians to improve on job-specific tasks, especially on how the librarians should respond to users at the front desk, especially when they come to loan books. Library administrators should support the librarians, especially by creating a working environment that will make them perform at their best. The government should provide training opportunities to enhance their job task.
Keywords: Motivation, Job Performance, Job Performance of Librarians, Librarians, Public Universities

Background to the study

Job performance is one of the key contributions of an employee to an organisation. The job performance of the librarians reveals the accomplishment of tasks based on the set goals of the institutions. Smith (2024) referred to the job performance of librarians as the capacity to achieve predetermined objectives based on clearly defined criteria. Job performance is considered as the input and outcomes attained by an employee in the workplace that contribute to the overall accomplishment of the organizational goals, which includes task performance, contextual performance and adaptive performance. Job performance has been described as the extent to which an employee effectively executes their job tasks, meets performance standards and contributes to the success of the organization, both individually and within a team or work unit (Dalal, 2020).

Job performance is the behaviour or actions exhibited by employees in an organization to accomplish its objectives. In other words, it refers to the actions that employees undertake to achieve the established organizational goals. Job performance is considered the overall job-related

activities and tasks an employee performs to accomplish the organizational goals. This suggests that any deliberate and productive effort made by library personnel, whether directly or indirectly influencing the library's success, constitutes job performance. Consequently, the significance of job performance lies in its role in sustaining the library. Amusa et al. (2013) that job performance serves as a key competitive advantage for academic libraries, fostering the effective and efficient delivery of information services. Also, Ikonne and Fajonyomi (2019) emphasize that job performance has become a crucial factor in assessing organizational success. Therefore, the extent to which a library thrives is, to a considerable degree, dependent on the job performance of its personnel. Job performance involves the behaviours, actions, and outcomes demonstrated by an employee in relation to job duties and responsibilities, including the quality, quantity, and timeliness of their work, as well as their ability to effectively collaborate with others and adapt to changing circumstances (Colquitt et al., 2021).

Job performance is the observable and measurable behaviours exhibited by an employee in the workplace that contribute to the accomplishment of organizational goals, including both task-related performance and the demonstration of organizational citizenship behaviours (Morgeson & Humphrey, 2016). The extent to which an employee effectively and efficiently completes their job tasks, meets performance standards, and achieves desired outcomes while demonstrating the necessary skills, competencies, and behaviours required for successful job execution (Cerasoli et al., 2017). It encompasses the behaviours, actions, and outcomes exhibited by an individual in their role that contribute to the overall effectiveness and success of the organization, including both the quantitative and qualitative aspects of their work (Saks, 2020). An employee can deliver high-quality work, meet performance expectations, and contribute to the attainment of organizational goals and objectives while demonstrating the necessary knowledge, skills, and abilities (Pulakos et al., 2018).

Librarians' perform their job based on the skills acquired over the years in the aspects of collection development, cataloguing and classification, reference services, user instruction and their ability to leverage technology to allow access to information and improve library services. It also involves their ability to effectively manage library resources, provide accurate and timely information services, engage in continuous learning and professional development, collaborate with colleagues and stakeholders, and contribute to the overall mission and goals of the library (Dewey & Egan, 2018). Job performance of librarians encompasses their proficiency in acquiring and organizing information resources, delivering user-centred services, promoting information literacy and digital literacy skills, and cultivating a welcoming and inclusive environment that meets the diverse needs of library patrons (Rader & Cross, 2020).

Librarians' job performance is expressed through their skills in information retrieval, commitment to ethical and responsible information practices, ability to adapt to technological advancements, and their dedication to fostering information access and intellectual freedom within the community they serve. It also includes the ability to effectively manage library resources, provide information services, engage in professional development, and contribute to the advancement of knowledge and education within their communities. This includes activities such as collection development, cataloguing and classification, reference services, user instruction, and promoting information literacy (Olatokun & Ajiboye, 2019). Job performance of librarians in Nigeria incorporates their proficiency in leveraging technology to enhance access to information, their commitment to meeting the diverse information needs of library users, their collaboration with other professionals and stakeholders, and their role in preserving and disseminating cultural heritage and local knowledge (Aina, 2016). Librarians' job performance in Nigeria is demonstrated through their dedication to providing equitable access to information for all members of society, their promotion of lifelong learning and literacy, their support for research and academic pursuits,

and their advocacy for the role of libraries in national development and information dissemination (Idiegbeyan-Ose & Owolabi, 2017).

The term "motivation," stemming from "motive," signifies an active desire or need that seeks fulfilment, extensively discussed within organizations (Iwu, 2011). Bandura (2019) describes motivation as the internal processes that energize and direct behaviour towards achieving specific goals. It involves the activation of cognitive, emotional, and physiological systems to initiate and sustain actions. Similarly, Schwarzer and Jerusalem (2019) define motivation as the driving force behind an individual's behaviour, encompassing the internal processes and external factors that prompt and sustain goal-directed actions. Motivation is referred to as an individual's cognitive and emotional drive towards job tasks and goal accomplishment. It involves the desire, effort, and persistence to engage in activities and achieve desired outcomes. Furthermore, Gist (2017) explains motivation as the internal and external factors that influence an individual's willingness, intensity, and direction of behaviour in relation to work. It encompasses the psychological processes that drive and sustain engagement and performance.

Lent and Brown (2019) discuss motivation within the context of career development and describe it as the inner drive or desire that leads individuals to pursue and persist in specific career-related activities and goals. Deci and Ryan (2017) define motivation as the process through which individuals are energized, directed, and sustained in their actions towards fulfilling their psychological needs and achieving personal growth. Locke and Latham (2019) define motivation as the internal psychological state that initiates, directs, and sustains goal-oriented behaviours. It involves the combination of personal goals, effort, and persistence towards achieving desired outcomes. Motivation is the internal psychological processes that stimulate and direct individuals' behaviour towards achieving desired outcomes. It involves the balance between the expectations of achieving goals and the value individuals place on those goals. Reeve (2018) Reeve

describes motivation as the forces that activate, direct, and sustain behaviour toward achieving goals. It encompasses the interplay between internal drives, external incentives, and individuals' beliefs and expectations. Pink (2009) conceptualized motivation as the combination of biological, psychological, and social factors that drive individuals' behaviour and determine their level of engagement, commitment, and satisfaction in their pursuits.

Literature Review

Job Performance
Campbell (1993) defines job performance as behaviour or actions that are relevant to an organization's goals and that can be measured in terms of the level of contribution to those goals. This behaviour can be directly observable actions or mental processes, such as decision-making or problem-solving, and are under the individual's control. In the context of librarians, job performance is often categorized into task performance and contextual performance. Task performance refers to the proficiency with which library staff perform activities that contribute to the technical core of the organization, such as cataloging, organizing information resources, and responding to user inquiries. Contextual performance, on the other hand, includes behaviour that contribute to the organization's effectiveness in ways that shape the organizational, social, and psychological context, such as assisting colleagues, volunteering for additional duties, and upholding library policies and standard.

Borman and Motowidlo in Ramawickrama et al. (2017) noted that task performance is the proficiency with which library personnel perform work related activities that contribute to the technical core of the organization while contextual performance are activities not under the job description of an individual but contributes to the growth of the organisation. Furthermore, task performance refers to the extent to which individuals effectively execute the specific job duties and responsibilities that are directly related to their role within an organization. It includes the successful completion of core tasks and activities that contribute to achieving organizational goals and

objectives (Koopmans et al., 2019). It refers to the extent to which individuals effectively carry out their assigned job responsibilities, including the completion of specific tasks, meeting performance targets and achieving desired outcomes. It involves the execution of job-related activities and the demonstration of required skills and competencies (Bakker & Demerouti, 2017)

Task performance also includes the behaviours and actions that contribute to the successful completion of job-specific duties and responsibilities. It involves the application of knowledge, skills, and abilities to perform tasks efficiently and effectively, meeting or exceeding performance standards and expectations set by the organization (LePine et al., 2019). According to Rothmann et al. (2019), Task performance refers to the behaviours and actions that directly contribute to the accomplishment of job-related task which includes the execution of core job duties, adherence to established procedures and guidelines, and the ability to produce high-quality outputs within designated timeframes. Librarians' task performance refers to the specific job duties and responsibilities that librarians are expected to carry out as part of their role in a library setting. These tasks are directly related to the efficient and effective operation of the library and the provision of information and resources to library users.

Task performance for librarians include selecting and acquiring materials such as books, periodicals, electronic resources, and multimedia materials to build and maintain a relevant and diverse library collection; Assisting library users in finding information by answering reference questions, conducting research, and providing guidance on the use of library resources and databases. Organizing and cataloguing library materials according to established standards to ensure easy retrieval and access for library users; Planning and delivering instructional sessions or workshops to teach library users how to effectively search for and evaluate information resources, use library resources, and navigate digital tools. In addition, managing the borrowing and returning of library materials, issuing library cards, and maintaining accurate circulation records. Also, developing and

promoting information literacy programs and resources to help library users develop the skills necessary to locate, evaluate, and effectively use information as well as administering and maintaining library systems, databases, and digital resources, as well as providing technical support to library users.

Non-job specific task often denoted to as contextual performance on the other hand refers to discretionary actions employees take that extend beyond their formal job responsibilities, enhancing the overall effectiveness and functionality of the organization (Organ & Ryan, 2019). These behaviors include helping colleagues, engaging in prosocial activities, and demonstrating a commitment to the organization's well-being (Bolino & Turnley, 2015). Unlike task performance, which directly relates to job-specific duties, none job specific task or contextual performance focuses on voluntary efforts that contribute to a positive social and psychological work environment (Huang et al., 2017). Such behaviors include cooperation, supporting team members, and fostering positive workplace relationships. Though not explicitly required, they play a crucial role in organizational success (Demerouti et al., 2017). Employees may exhibit contextual performance by volunteering for additional tasks, assisting colleagues, or maintaining a positive attitude that enhances workplace morale.

In the context of librarianship, contextual performance encompasses discretionary actions that go beyond core job responsibilities, improving library services and patron experiences such as providing exceptional user support, such as assisting patrons in finding resources, offering research guidance, and making personalized recommendations. Engaging in teamwork such as collaborating on projects, sharing knowledge, and contributing to the library's overall success. Also, pursuing professional development by staying informed about emerging trends and technologies in librarianship, and applying new skills to enhance library services. Fostering an inclusive library environment by ensuring patrons feel welcome and supported and participating in outreach initiatives such as organizing events, or

developing services that address the evolving needs of the library community. These behaviors, though not formally required, are vital in creating a dynamic, supportive, and effective library work environment that focuses on enhancing the growth of the institution.

Librarians' job performance refers to the effectiveness and efficiency with which librarians fulfil their professional responsibilities, including collection development, reference services, information literacy instruction, user assistance, and other tasks aimed at meeting the information needs of library patrons and supporting their access to information resources (Huang & Chang, 2020). Job performance of librarians encompasses the ability to adapt to evolving information technologies, provide excellent customer service, collaborate with colleagues and stakeholders, engage in professional development, and contribute to the overall functioning and strategic goals of the library (Wang & Liu, 2018). Librarians' job performance is characterized by their ability to effectively organize and manage library resources, deliver accurate and timely information services, engage in evidence-based decision making, foster information literacy skills, and contribute to the development and implementation of library policies and initiatives (Anthony, 2019). Librarians' job performance refers to their ability to effectively manage library resources, provide accurate and relevant information services, assist users in their information needs, and actively engage in professional development to stay current with emerging trends and technologies in the field (Hirsh, 2017).

Job performance of librarians involves their proficiency in organizing and preserving information, facilitating access to resources, promoting information literacy skills, fostering a welcoming and inclusive environment, and collaborating with colleagues and stakeholders to enhance the overall effectiveness and impact of the library (Borrego & Pember, 2016). Librarians' job performance is demonstrated through their commitment to user-centreed services, their ability to navigate and leverage various information sources, their contribution to

the development and implementation of library policies and initiatives, and their advocacy for equitable access to information for all patrons (Luo & Sundin, 2019). It includes their ability to effectively organize and classify library materials, assist users in locating information, provide guidance in utilizing library resources, and contribute to the development and implementation of library policies and services that meet the evolving needs of their community (Sarrafzadeh et al., 2021). Job performance of librarians refers to their proficiency in managing information resources, delivering information services, collaborating with faculty and students, promoting information literacy, and engaging in professional development to enhance their skills and knowledge (Luo et al., 2019).

An empirical study by Nkereuwem and Udo-Idiong (2017) focused on assessing the job performance of librarians in Nigerian academic libraries with a specific emphasis on the role of leadership and organizational culture. The researchers aimed to investigate how leadership styles and organizational culture influence librarians' job satisfaction, motivation, and overall performance within university library settings. Using a mixed-methods approach, Nkereuwem and Udo-Idiong conducted surveys and interviews to gather data from librarians across multiple universities in Nigeria. The study population included librarians from both federal and state universities, ensuring a diverse representation of experiences and perspectives. The surveys included questions on leadership styles perceived by librarians, organizational culture dimensions, job satisfaction levels, and perceived job performance indicators. Quantitative data from surveys were analysed using descriptive statistics to summarize librarians' perceptions of leadership and organizational culture, job satisfaction levels, and perceived job performance. Qualitative data from interviews were analysed thematically to explore the specific leadership behaviours and organizational practices that impact librarians' effectiveness and morale. The findings of the study highlighted the significant influence of leadership styles, particularly transformational leadership, in fostering a positive work environment and enhancing librarians' job

satisfaction and motivation. Transformational leaders were perceived to inspire and empower librarians, encourage innovation, and support professional development initiatives. In contrast, transactional leadership and laissez-faire leadership were associated with lower levels of job satisfaction and perceived job performance among librarians. Organizational culture also emerged as a critical factor affecting librarians' job performance, with supportive cultures that value collaboration, communication, and continuous learning contributing positively to librarians' effectiveness. Conversely, bureaucratic cultures and rigid organizational structures were perceived to hinder librarians' autonomy and innovation.

Comparing this study with the present research, both studies share a focus on understanding the organizational factors influencing librarians' job performance in Nigerian academic libraries. They both underscore the importance of leadership styles, organizational culture, and supportive work environments in fostering librarians' effectiveness and job satisfaction. However, methodologically, Nkereuwem and Udo-Idiong's study employed a mixed-methods approach combining surveys and interviews to provide a comprehensive exploration of leadership and organizational culture dynamics. In contrast, the present study utilizes a quantitative approach with structured questionnaires to assess job performance, self-efficacy, motivation, and mitigating factors among librarians in public university libraries in the South-West geopolitical zone of Nigeria.

Akintunde and Adeyemi (2020) explored the factors influencing the job performance of librarians in Nigerian university libraries, with a specific focus on the impact of professional development opportunities. The researchers aimed to investigate how access to training, workshops, conferences, and other forms of professional development affects librarians' skills, knowledge, and overall job performance within academic library settings. Using a quantitative research approach, Akintunde and Adeyemi employed structured questionnaires to collect data from librarians across various universities in Nigeria. The study sample included librarians from federal, state, and private universities, ensuring a diverse representation of experiences and perspectives. The questionnaires assessed librarians' perceptions of the availability and effectiveness of professional development opportunities, their participation rates in training programs, and the perceived impact of professional development on job performance. The findings revealed that librarians who had access to regular professional development opportunities reported higher levels of job satisfaction and perceived job performance. Participation in training programs was associated with increased confidence in handling new technologies, improved customer service skills, and enhanced ability to adapt to evolving library practices and user needs.

Motivation

Motivation among public university librarians can be described as the internal drive and enthusiasm that propels them to actively engage in their work, seek continuous improvement, and contribute to the success of their institution (Smith, 2020). Motivation further describes the librarians' deep sense of purpose and commitment to their job and determination to provide excellent library services as well as the ability to adapt to changing environments (Williams, 2019). When librarians are motivated, they approach their work with dedication, passion, and a sense of purpose. They are driven to meet the needs of library users, stay up-to-date with emerging trends, collaborate with colleagues, and contribute to the overall success of the library. Librarians' motivation can stem from various sources such as the opportunity to make a positive impact on users' lives, the satisfaction of helping individuals find information, and the joy of learning and sharing knowledge (Davis & Johnson, 2019). Several motivation theories provide insights into how motivation affects job performance.

Herzberg's Two-Factor Theory (1959) categorizes motivation into intrinsic and extrinsic factors, which have been widely applied in library studies. Intrinsic motivation refers to internal drivers such as personal growth, job satisfaction, and recognition. Studies indicate that librarians who find their work

meaningful and engaging tend to be more committed and productive. Research by Khan and Ahmed (2018) found that professional development opportunities, autonomy, and appreciation significantly enhance the job performance of librarians. Intrinsic motivation, arises from personal interest or the pleasure derived from an activity. Intrinsic motivation refers to the internal drive and personal satisfaction that librarians experience when engaging in tasks and activities related to their profession (Abdulahi, 2017). It fosters a sense of autonomy, mastery, and purpose.

Extrinsic motivation includes external incentives such as salary, job security, promotions, and working conditions. A study by Oyelude (2019) emphasized that financial incentives play a vital role in the job satisfaction and performance of librarians. However, it also noted that a lack of career advancement opportunities can demotivate librarians, leading to reduced productivity. Studies suggest that motivated librarians are more likely to experience higher job satisfaction, which in turn enhances their job performance. According to a study by Ugochi and Eze (2021), job satisfaction mediates the relationship between motivation and job performance, indicating that well-motivated librarians are more likely to exhibit higher levels of engagement to perform better. Despite the importance of motivation, several challenges hinder librarians' job performance. These include inadequate salaries, limited career growth opportunities, lack of recognition, and insufficient resources. Research by Adeyemi and Alonge (2022) highlighted that budget constraints in libraries often lead to poor motivation among staff, affecting service delivery and job commitment. This is partly a gap this current study intends to fill by empirically determining if motivation can relatively influence the job performance of librarians in the study area.

In the library environment, there is a notable emphasis on extrinsic motivation, leading to varying perspectives on this concept. London (2009) defines extrinsic motivation as engaging in activities for a specific outcome. These rewards often involve financial elements such as bonuses, promotions, and benefits administered by managers and external to the core work. Extrinsic motivation covers organizational traits, job security, and growth prospects. These external incentives can shift attention from task proficiency to achieving reward. This view underscores how tangible rewards and external factors, beyond financial incentives, shape individuals' motivations within libraries, influencing their focus on achieving specific outcomes rather than solely concentrating on the task itself.

In addition, understanding the different types or forms of motivation can help organizations create an environment that fosters and sustains librarians' motivation, ultimately leading to improved job performance. However, whether intrinsic or extrinsic, motivation plays a crucial role in determining the job performance of librarians across various library settings. It holds immense significance in evaluating employee performance and is essential for organizational effectiveness and predicting employee output (Indradewa & Dewi, 2021). Motivation serves as an indicator of job performance, particularly within university libraries and different organizational setups.

Ogunnaike and Adeyemi's (2020) study with the present study on motivation and job performance among public university librarians in South-West, Nigeria reveals both similarities and differences. Both studies share a focus on assessing how motivation influences job performance within specific professional contexts, employing mixed-methods approaches to gather comprehensive data. They both emphasize the importance of understanding motivational factors in enhancing workplace effectiveness and achieving organizational goals. However, differences include the specific professions studied and the sampling strategies employed. The study examined healthcare workers across various specialties and organizational types in Nigeria's healthcare sector, whereas the present study focuses exclusively on academic librarians within public universities in South-West, Nigeria.

Ajala and Olawole (2019) investigated the influence of motivation on job performance among public sector employees in Nigeria,

offering insights relevant to understanding motivational dynamics in organizational contexts within the country. The study aimed to explore how different motivational factors affect job performance outcomes, specifically within Nigeria's public sector. The objectives of study were to identify various motivational factors perceived by employees, assess their impact on job performance, and recommend strategies for enhancing motivation to improve organizational effectiveness. Findings from the study indicated that motivational factors significantly influenced job performance among public sector employees in Nigeria. Higher levels of motivation were associated with increased job satisfaction, productivity, and commitment to organizational goals. The study highlighted the importance of addressing motivational factors to enhance employee performance and organizational effectiveness within Nigeria's public sector.

Adeyemi and Ogunlade (2021) examined the influence of motivation on job performance among employees in the banking sector in Nigeria, offering insights into motivational dynamics within the financial industry. The study aimed to investigate the relationship between motivational factors and various dimensions of job performance, providing valuable implications for enhancing organizational productivity and employee satisfaction. Findings from the study highlighted significant correlations between motivation and job performance outcomes in the banking sector, emphasizing the importance of intrinsic and extrinsic motivational factors in driving employee engagement and organizational effectiveness.

Statement of the Problem

Libraries in public universities are established and equipped with information resources to meet the information needs of users as well as to support the university community in teaching, research, learning and community development. University libraries in in public institutions in Nigeria are faced with the issues of poor job performance among librarians, leading to underutilization of library resources and declining user interest (Omotunde & Alegbeleye, 2021). This has created a perception

within university communities that librarians are unmotivated and inefficient, eroding the confidence of lecturers, students, and the public in these libraries (Nwokike & Unegbu, 2019). Notably, there has been a consistent decrease in the number of library users across Federal and State University Libraries in South-West, Nigeria due to librarian underperformance. This concerning trend has alarmed library administrators and university management, prompting an urgent need to explore the factors contributing to this decline in librarian performance. Several factors have been identified as contributing to the decline in job performance among librarians in public university. Motivation which is a librarian's driving force behind human actions geared towards accomplishing work task. Motivation can improve job performance of librarians among public university librarians in South-West, Nigeria. Also, fostering motivation through meaningful work, career development opportunities, and a supportive work environment can inspire librarians to perform at their best. Despite the recognized importance of motivation in influencing job performance, there is a lack of in-depth research specifically examining these factors within the context of public university libraries in this region. This study is set out to investigate the influence of motivation on job performance of librarians in public university libraries in Nigeria.

Objective

This study investigated the influence of motivation on job performance of librarians in University Libraries in Nigeria. The specific objectives are to:

1. find out the level of job performance of librarians in public university libraries in Nigeria;
2. ascertain the level of motivation of librarians in public university Libraries in Nigeria;
3. find out the influence of motivation on job performance of librarians in public universities libraries in Nigeria;

Research Questions

The following research questions were developed to guide the study:

1. What is the level of job performance of librarians in public university libraries in Nigeria?

2. What is the level of motivation of librarians in public university libraries in Nigeria?

Hypothesis

The null hypothesis was formulated to guide the study and tested at 0.05 level of significance.

Ho1: Motivation has no significant influence on job performance of librarians in public university libraries in Nigeria.

Scope

This study focused on investigating the influence of motivation on job performance of Librarians in University Libraries in Nigeria. Geographically, the study focuses on libraries in Federal universities in the South-West, Nigeria. The research covered all academic librarians working in Federal university libraries within the South-West Zone such as University of Lagos (UNILAG), Federal University of Agriculture Abeokuta (FUNAAB), University of Ibadan (UI), Obafemi Awolowo University, Ile-Ife (OAU), Federal University of Technology, Akure (FUTA), and Federal University Oye-Ekiti. This study however, excludes any recently upgraded university to federal status or any other

institution not known to this researcher within the period of this study. The data collection took more than two months in all the 6 libraries in the public university specifically Federal universities in South-West, Nigeria.

Methodology

The study employed survey research design. The population comprised 254 librarians while total enumeration technique was used to include all the population in the study. A questionnaire was the only instrument used in data collection in this study. The Cronbach Alpha coefficient ranges from 0.83 to 0.92. The data collection took more than two months. The data was collected in libraries in public universities in South-West, Nigeria. The researcher received approval from the department of Information Resources Management in form of official letter and Informed Consent letter from Babcock University Health and Research Ethical Committee to conduct the study. The researcher distributed 254 copies of questionnaire to the respondents, of which 239 copies of the distributed questionnaire were duly filled and returned and was used for the analysis. This represents a response rate of 94.09% of the sample in the study, which was considered appropriate for the analysis.

Presentation of Data and Discussion of the Findings

Research Question One: what is the level of job performance of librarians in public university libraries in Nigeria?

Table 1: Job Performance of librarians in University Libraries in Nigeria

Job Performance	VHL %	HL %	ML %	LL %	VL %	Mean	SD
Job-Specific Tasks						3.64	1.02
I can carry out cataloguing of information materials in different formats in my library	57	91	48	30	13	3.62	1.14
	23.85%	38.08%	20.08%	12.55%	5.44%		
I can provide quality reference services to library users.	76	79	56	22	6	3.82	1.06
	31.80%	33.05%	23.43%	9.21%	2.51%		
I can conduct complex searching and researching of information materials for users in my library	57	95	58	23	6	3.73	1.01
	23.85%	39.75%	24.27%	9.62%	2.51%		
I can carry out indexing activities in my library	66	85	83	4	1	3.88	.85
	27.62%	35.56%	34.73%	1.67%	0.42%		
I am proficient in using library management systems and technology.	50	98	83	7	1	3.79	.82
	20.92%	41.00%	34.73%	2.93%	0.42%		

Item						Mean	SD
I can handle user inquiries and complaints efficiently and professionally using technology in my library	48	102	57	19	13	3.64	1.06
	20.08%	42.68%	23.85%	7.95%	5.44%		
I can organize effectively information materials on the shelve	42	87	77	23	10	3.54	1.02
	17.57%	36.40%	32.22%	9.62%	4.18%		
I am knowledgeable in printing of spine label for printed information items in the library	49	76	87	25	2	3.61	.95
	20.50%	31.80%	36.40%	10.46%	0.84%		
I can loan books to users and handle all front desk activities	39	81	78	31	10	3.45	1.04
	16.32%	33.89%	32.64%	12.97%	4.18%		
I can provided support on circulation activities in my library	45	93	47	36	18	3.46	1.18
	18.83%	38.91%	19.67%	15.06%	7.53%		
I can perform reference services in my library	52	82	50	40	15	3.49	1.18
	21.76%	34.31%	20.92%	16.74%	6.28%		
I can render library services such as users' service and library guide to users of the library	50	86	81	18	4	3.67	.95
	20.92%	35.98%	33.89%	7.53%	1.67%		
Non-job specific Tasks						**3.74**	**1.06**
I possess good knowledge of computer application.	51	77	78	25	8	3.58	1.04
	21.34%	32.22%	32.64%	10.46%	3.35%		
I am always punctual to work in the library	56	81	53	40	9	3.56	1.13
	23.43%	33.89%	22.18%	16.74%	3.77%		
I know how to assist colleagues in library on library management	53	75	88	21	2	3.65	.95
	22.18%	31.38%	36.82%	8.79%	0.84%		
I dress well to work in the library	51	93	81	11	3	3.74	.89
	21.34%	38.91%	33.89%	4.60%	1.26%		
I can communicate effectively in the library	64	120	36	15	4	3.94	.91
	26.78%	50.21%	15.06%	6.28%	1.67%		
I can think and solve problems associated with the provision of library service.	71	75	70	16	7	3.78	1.04
	29.71%	31.38%	29.29%	6.69%	2.93%		
I can interpret library policies	65	84	63	15	12	3.73	1.08
	27.20%	35.15%	26.36%	6.28%	5.02%		
I can work with team members in the library	74	76	60	18	11	3.77	1.11
	30.96%	31.80%	25.10%	7.53%	4.60%		
I can supervise librarians on the job	64	85	56	28	6	3.72	1.06
	26.78%	35.56%	23.43%	11.72%	2.51%		
I take time to handle complex task in the library through collaboration	66	116	44	11	2	3.97	.85
	27.62%	48.54%	18.41%	4.60%	0.84%		
Grand Mean						**3.69**	**1.04**

Source: Researcher's Field Survey, 2025

Decision Rule: 1.0-1.74 = Very Low; 1.75-2.49 = Low; 2.50-3.24 = High; 3.25-4.0 = Very High

The findings reveal that the job performance of public university librarians in South-West, Nigeria was very High Grand Mean score = 3.69, SD= 1.04. In addition, Job-specific tasks show a slightly lower overall mean ($\bar{x}$ = 3.64), indicating room for growth in specialized roles. The highest-performing items are "I can carry out indexing activities in my library" ($\bar{x}$ = 3.88),

"I can provide quality reference services" ($\bar{x}$ = 3.82), and "I am proficient in using library management systems and technology" ($\bar{x}$ = 3.79). These findings underscore librarians' technical expertise in cataloguing, user assistance, and technology adoption, which are vital for operational efficiency. However, lower scores in front-desk activities like "I can loan

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books to users" ($\bar{x}$ = 3.45) and "I can perform reference services" ($\bar{x}$ = 3.49) suggest inconsistencies in service delivery or possible resource constraints. Institutions may need to address skill gaps through targeted training, particularly in circulation management and user engagement, to ensure uniform competency across all job functions.

The non-job-specific tasks exhibit an overall high performance level with a mean ($\bar{x}$ = 3.74), reflecting librarians' strong alignment with generalized workplace competencies. The top three items include "I take time to handle complex tasks through collaboration" ($\bar{x}$ = 3.97), "I can communicate effectively in the library" ($\bar{x}$ = 3.94), and "I dress well to work in the library" ($\bar{x}$ = 3.74). These results highlight librarians'

proficiency in teamwork, communication, and professionalism, which are critical for fostering a cohesive work environment and enhancing user interactions. The emphasis on collaboration and problem-solving suggests that librarians prioritize adaptive strategies to address challenges, while the focus on presentation underscores the importance of workplace decorum. However, lower means in punctuality ($\bar{x}$ = 3.56) and computer knowledge ($\bar{x}$ = 3.58) signal potential areas for institutional support, such as time management workshops or IT training. The grand mean of 3.69 reflects a generally high level of job performance among librarians, though non-job-specific competencies ($\bar{x}$ = 3.74) slightly outpace job-specific skills ($\bar{x}$ = 3.64).

Research Question Two: The level of motivation of librarians in public university libraries in South-West, Nigeria?

Table 2: Descriptive Statistics on Motivation of Librarians in University Libraries in Nigeria

	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Standard Deviation
Extrinsic Reward					**2.94**	**0.99**
I feel motivated through promotion which boosts my moral in the library	6	9	90	134	3.47	.69
	2.51%	3.77%	37.66%	56.07%		
The increment salary boosts my morale to perform my duties	34	21	91	93	3.02	1.02
	14.23%	8.79%	38.08%	38.91%		
I am motivated by the opportunities for professional growth and development in the library	44	42	83	70	2.75	1.07
	18.41%	17.57%	34.73%	29.29%		
The sponsorship for training in the library motivates me to work	40	32	84	83	2.88	1.07
	16.74%	13.39%	35.15%	34.73%		
I feel recognized and appreciated for the work I do in the library.	32	31	92	84	2.95	1.01
	13.39%	12.97%	38.49%	35.15%		
I feel that the library provides a supportive environment that encourages me to perform my best.	36	61	74	68	2.73	1.04
	15.06%	25.52%	30.96%	28.45%		
I am motivated by the work benefits and incentives provided by the library.	43	48	75	73	2.74	1.08
	17.99%	20.08%	31.38%	30.54%		
I feel enthusiastic about my job as a librarian.	26	32	98	83	3.00	.96
	10.88%	13.39%	41.00%	34.73%		
Intrinsic Reward					**3.46**	**1.08**
Written recognition from the management boosts my morale to work in the library	6	25	109	99	3.26	.74
	2.51%	10.46%	45.61%	41.42%		
Praise of the job well done boosts my morale to work more	12	32	101	94	3.16	.84
	5.02%	13.39%	42.26%	39.33%		
Internal presentations of gifts from library	7	9	122	101	3.33	.69

management motivates me	2.93%	3.77%	51.05%	42.26%		
The work holidays given to me as an intrinsic reward boost my morale to work more	10	12	113	104	3.30	.75
	4.18%	5.02%	47.28%	43.51%		
I am motivated from the intrinsic reward I receive from my library	15	13	33	178	3.83	1.08
	6.28%	5.44%	13.81%	74.48%		
I feel that my contributions to the library are valued by my supervisors and colleagues.	20	20	51	148	3.59	1.16
	8.37%	8.37%	21.34%	61.93%		
I am motivated by the opportunities to work on new and challenging projects in the library.	19	28	51	141	3.51	1.17
	7.95%	11.72%	21.34%	59.00%		
I am motivated by the level of autonomy and responsibility I have in my role	19	19	51	150	3.60	1.14
	7.95%	7.95%	21.34%	62.76%		
I am motivated by the sense of achievement I get from my job.	6	32	76	125	3.54	1.04
	2.51%	13.39%	31.80%	52.30%		
Grand Mean					**3.20**	**1.03**

Source: Researcher's Field Survey, 2025

Decision Rule: 1.0-1.74 = Very Low; 1.75-2.49 = Low; 2.50-3.24 = High; 3.25-4.0 = Very High

The table outlines the motivational factors affecting librarians in university libraries in South-West Nigeria, focusing on extrinsic rewards and intrinsic rewards. The findings presented in Table 2 reveal that the level of motivation of public university librarians in South-West, Nigeria was High with the Grand Mean score = 3.20, SD 1.03. The extrinsic reward dimension has an overall mean ($\bar{x}$ = 2.94), indicating a moderate-high level of motivation among librarians, though with notable variability. The top three motivators include "I feel motivated through promotion" ($\bar{x}$ = 3.47), "I feel enthusiastic about my job" ($\bar{x}$ = 3.00), and "The increment salary boosts my morale" ($\bar{x}$ = 3.02). These results suggest that career advancement and financial incentives are critical drivers, reflecting librarians' desire for tangible recognition and stability. However, lower scores in "opportunities for professional growth" ($\bar{x}$ = 2.75) and "supportive work environment" ($\bar{x}$ = 2.73) highlight gaps in institutional support systems. To sustain motivation, libraries should prioritise structured promotion pathways, salary increments, and clearer professional development frameworks to align extrinsic rewards with employee expectations.

Intrinsic rewards show a significantly higher overall mean ($\bar{x}$ = 3.46), falling within the "very high" range, underscoring the profound impact of internal satisfaction. The strongest motivators are "I am motivated by intrinsic rewards received" ($\bar{x}$ = 3.83), "autonomy and responsibility in my role" ($\bar{x}$ = 3.60), and "feeling valued by supervisors/colleagues" (= 3.59). These findings emphasize librarians' prioritization of psychological fulfillment, recognition, and meaningful work over external incentives. The exceptionally high mean for intrinsic rewards suggests that librarians derive motivation from personal accomplishment, trust, and collegial appreciation. Institutions should leverage this by fostering inclusive cultures, empowering staff with decision-making autonomy, and regularly acknowledging contributions to reinforce intrinsic satisfaction.

The grand mean of 3.20 reflects a generally high level of motivation, though skewed toward intrinsic rewards ($\bar{x}$ = 3.46) over extrinsic factors ($\bar{x}$ = 2.94). This disparity highlights librarians' reliance on internal fulfillment despite unmet extrinsic needs. While intrinsic drivers like recognition and autonomy are strengths, weaker extrinsic elements such as professional growth opportunities and work benefits require attention to ensure balanced motivation.

Test of Hypothesis

Hypothesis One: Ho1: Motivation has no significant influence on job performance of librarians in public university libraries in Nigeria

Table 3: Regression analysis of Motivation and job performance of librarians in public university libraries in Nigeria

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.237	4.028		12.967	.000
	MOTIVATION	.529	.072	.432	7.377	.000
a. Dependent Variable: JOB PERFORMANCE						
$R = 0.432$ $R^2 = 0.187$ $AdR^2 = 0.183$ $F(2, 237) = 54.415$						

Source: Field Survey Results, 2025

The regression analysis testing the relationship between motivation and job performance reveals that motivation significantly predicts job performance among librarians in Nigeria's public university libraries (*Adj.R^2 = 0.183 F(1, 237) = 54.415, p<0.05*). The unstandardized coefficient for motivation (*B = 0.529, p = 0.000*) indicates that for every unit increase in motivation, job performance increases by 0.529 units, a relationship that is statistically significant (*$p < 0.001$*). The standardized coefficient (Beta = 0.432) further confirms a moderate-to-strong practical effect, suggesting motivation is a significant driver of performance. The model's explanatory power is substantiated by the *R^2* value of 0.187, meaning motivation accounts for 18.7% of the variance in job performance. The adjusted *R^2* (0.183) confirms the model's robustness, and the F-statistic (54.415, p = 0.000) validates the overall significance of the regression model. These results reject the null hypothesis (H_01), demonstrating that motivation significantly enhances librarians' job performance. This underscores the importance of fostering intrinsic and extrinsic motivational factors such as recognition, autonomy, career advancement, and incentives to improve service delivery. Institutions should prioritize strategies that align with librarians' motivational needs to optimize productivity and institutional effectiveness.

Discussion of the Findings

Research Question One sought to find out the level of job performance of librarians in public university libraries in Nigeria. The findings reveal that the job performance of public university librarians in South-West, Nigeria, was very high. These findings corroborate with the study conducted by Simisaye et al. (2024) that showed that the perceived job performance of librarians in selected university libraries in South-West Nigeria was high especially in non-job specific task. Furthermore, the findings of the study agree with Ajiboye and Tella (2020) in their study that aimed at evaluating the job performance of librarians in public university libraries across the South-West geopolitical zone of Nigeria. The study revealed moderate overall job performance among librarians, with significant variations observed across different universities. The findings of this study further align with the study conducted by Adebayo and Ajiboye (2019), who examined the job performance of academic librarians in Nigerian universities with a focus on the role of workplace environment and job satisfaction with the findings indicating that the job performance of librarians was high.

Research Question Two focused on determining the level of motivation of librarians in public university Libraries in Nigeria. Understanding employee motivation is crucial for employers as it significantly influences job performance.

Many scholars have highlighted the importance of motivation, which aligns with the findings of this study. Bowen and Redhakrishna, as cited by Seniwoliba and Nchorbono (2013), highlighted the significance of motivated employees in modern workplaces. they argued that motivation plays a key role in the survival and high productivity of employees. Furthermore, the findings of this study agree with scholars who emphasize the importance of both intrinsic factors (such as personal growth, recognition and achievement) and extrinsic factors (like salary, job security, and working conditions) in motivating librarians. Intrinsic motivation in this study contributed greatly to the job performance of librarians in public universities in South-West, Nigeria. Dadzie (2020) reports that a combination of intrinsic and extrinsic motivational factors significantly impacts librarians' job performance while in this present study intrinsic motivation contributed greatly towards the success of the librarian task especially when they have the autonomy to think and carry out task on their own.

Hypotheses one revealed that motivation significantly influenced librarians' job performance in South-West, Nigeria. This finding corroborates with the Ogunnaike and Adeyemi (2020) who explored the influence of motivation on job performance among healthcare workers in Nigeria, whose findings highlighted significant positive correlations between higher motivation levels and improved job performance among healthcare workers in Nigeria. Adeyemi and Ogunlade (2021) examined the influence of motivation on job performance among employees in the banking sector in Nigeria, offering insights into motivational dynamics within the financial industry. Findings from the study highlighted significant correlations between motivation and job performance outcomes in the banking sector, emphasizing the importance of intrinsic and extrinsic motivational factors. Although this study deviates from the respondents but it still confirms the significant role motivation can play to enhance job performance. The findings of this study corroborate with Omotunde and Alegbeleye (2021) who conducted research to understand the impact of motivation and service delivery. Findings from the study revealed that librarians in Nigerian university libraries were motivated by factors such as recognition, career advancement opportunities, job satisfaction, and a sense of contribution to academia. While this present study focuses mainly on determining the influence of motivation on job performance of libraries, it agrees with the arguments of the scholars on the contribution of motivation to job performance.

Recommendations

Based on the findings of the study, the following recommendations are made to the university library administrators and management:

1. University libraries administrators in South-West, Nigeria should encourage librarians to improve on the level job job-specific task like training of recruits and other staff. This is to consolidate the important role they play in the university system.
2. The library administrators should provide incentives to motivate the librarians in Nigerian Universities to perform more and bring the best in them.
3. The library administrator, with the support of the government, should provide a supportive environment that will enable librarians in public universities in Nigeria to serve at their best.

Conclusion

This study examined the influence of motivation on the job performance of librarians in Public University Libraries in Nigeria. The overall findings indicated that the job performance of librarians in public university libraries in South-West Nigeria is high, likewise their level of motivation. However, the regression analysis indicates that motivation influenced job performance with intrinsic reward significantly influence job performance. The role played by librarians is so crucial that they cannot afford to underperform because the success of the university is dependent on their performance.

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