



# Impact of staff motivation on job productivity of paraprofessional staff in university libraries in, Bayelsa state, Nigeria

GK Oyeniran\*

Department of Information Science, University Library, Federal University Otuoke, Bayelsa State, Nigeria

\*Corresponding author. E-mail: [oyenirankg@fuotuoike.edu.ng](mailto:oyenirankg@fuotuoike.edu.ng)

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## ABSTRACT

This study investigated the impact of staff motivation on job productivity of paraprofessional's staff in university libraries in Bayelsa state, Nigeria. Descriptive survey research design was adopted for the study. The study covered all the public university libraries in Bayelsa state. The population of the study consists of 60 paraprofessional's staff from all the public university libraries in Bayelsa state, Nigeria. Three research questions were used to guide the study. The data was collected using structured questionnaire and data obtained were analyzed using frequency counts and standard deviation. The instrument was validated and the reliability coefficient of 0.87 was obtained using Cronbach alpha. The study established that the para-professional staff would put in their best only when salary is regular and when tools and equipment are adequate, also when their career growth, opportunity and development are giving adequate priority. The finding also revealed that the major challenges militating against motivation of para-professional staff in university libraries in Bayelsa are inadequate access to workshop, conference and other forms of trainings, Irregular promotion and adequate allowances. Based on these findings, it is therefore recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity. Slashing of salaries and allowances under whatever guise should be discontinued because of its anti-productive tendencies.

**Keywords:** Motivation, Job productivity, Para-professionals, Libraries, Universities, Staff

## INTRODUCTION

Attainment of high productivity is of primary concern to management of most organisations including academic libraries (Adeyemo DA, 2000). In a way, no organisation can survive without the full support and contribution of the employees. It is therefore, established that attainment of high productivity would be a mirage if high priority is not accorded to the welfare of the work-force. It's imperative for management of all organisations including academic libraries to tactfully study their workers study the work environment; identify what would enhance the job morale of the workers at a particular time giving them exactly what could motivate them so as to (receive in return) enjoy high productivity in form of efficient service delivery from the work-force. Productivity is of fundamental importance to the individual at work and to the organisation. High productivity is significant for the upliftment of the welfare of the citizens (Adio G et al. 2015).

Even libraries that are traditionally regarded as non-profit and service-oriented organisations also have concerns for productivity. Parent institutions of academic libraries are calling constantly on librarians to give account of their stewardship. Library management are expected to still manage judiciously resources at their disposal. Through administrative ingenuity, they are expected to bring out the best from the workforce in the ever competing global information market (Akinyele ST, 2007). Similarly, motivating the employees should be the goal of every organization and the administrators must direct their energies to attain this target. Though the influence of job motivation on workers' productivity could be enormous. However, when a worker is properly motivated, he is likely be committed and be willing to give his loyalty, attention and talent to his job and for the betterment of his organisation. Motivated employees would in all probability be more productive than the ones that are not

motivated established in their study, those satisfied and motivated employees, under normal circumstances are likely to be highly productive in terms of service delivery. In order to make the employees satisfied and committed to their job in the academic libraries, there is need for strong and effective job motivation at the various levels, departments and sections of the library (Andrews JE, 2007). It must be added that an academic library is an organisation whose mission is to provide literature and information support that would advance teaching, learning and research in the academia. The library staff, that is, professional, paraprofessional and support staff are the human resources that are saddled with the responsibility of providing such invaluable services (Babalola GA et al. 2014). The degree to which such services (qualitatively and quantitatively) are provided would in all probability depend on the level to which the human resources are motivated and developed. Consequently, the level of motivation of the employees especially paraprofessional in the library may determine to a very great extent, their level of performance and productivity. It is based on this assertion that Tella, Ayeni and Popoola asserted that no matter how automated an organisation or a library may be, high productivity still depends on the level of motivation and the effectiveness of the workforce. Hence, if library management would enjoy unhindered commitment and loyalty from their staff, library management should do everything humanly possible to satisfy the staff not only economically but intrinsically and socially. The study, therefore, examined the extent to which job motivation influenced the productivity of paraprofessional staff in university libraries in Bayelsa state (Czepiel JA et al. 1985).

## LITERATURE REVIEW

Library personnel occupy a central position in the university system. Likewise employee motivation is very integral to the success of any service organisation like libraries and information centres. Consequently, the level of motivation of the employees may determine to a very great extent, the level of performance and productivity of the employees (Eghe VE, 2001). Motivation as a concept is concerned with the aspect of human life that energizes, propels and stimulates human beings to change their behaviour for the attainment of organization goals or objectives, thereby achieving higher productivity. Motivation can be defined as the readiness to use higher levels of effort toward organizational goals, and at the same time achieving individual needs. The concept of motivation is focused on energizing, propelling, stimulating individuals towards behavioural change to achieve fulfilment of goals and objectives of organization, so as to achieve higher productivity and satisfaction of employees (Ghaffari S, 2017). Motivational encouragements of staff contribute to a higher quality of human resources output and better performance in organizations or institutions of learning. In Pakistan for instance, there exist three types of library staff in

university libraries; professionals, paraprofessionals and non-professionals. The professionals are hired according to a set standard but unfortunately, there is no specific hiring criterion for the library paraprofessionals in Pakistani libraries. Various studies have been conducted to identify the motivational factors and strategies among library employees tried to find out the motivational forces among library staff. The results of their studies revealed that salary, participative management, staff appraisal and rewards were identified as sources of motivation among the respondents. Pradhan explored the impact of motivation on job performance of library staff in universities of Gujarat in India. The results perceived that motivation had great influence on job performance of library staff. Likewise, Adio and Ogunmodede also assessed the impact of motivation on job performance and organizational commitment of library staff of all academic and research libraries in Nigeria (Haider SJ, 1998). 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. An interesting study was conducted in Jammu and Kashmir by Mangi to examine the impact of motivation and motivation level of library staff in universities of Jammu and Kashmir. The results were remarkable that motivation had a great impact on the library staff and motivation level was also high among them. In a study by Ghaffari, Shah, Burgoyne, Nazri and Salleh, it was revealed that there were significant positive relationships between all motivational factors and job performance. Regarding the motivational factors, enhanced salary, fringe benefits, supervisor, promotion, responsibility and training, the results showed the clerical employees in University technology Malaysia had moderate levels of motivational factors. These mean values indicate the areas that employees were most likely to be motivated by. Thus, the employees in the sample are most likely to be motivated by their training and development, responsibility and fringe benefits, enhanced salary and supervision more than promotion dimension as determined by the research questionnaire. Yusuf, (2015) in his own research assessed the impact of motivation on job performance of para-professional staff in tertiary institution libraries in Kaduna state. The study adopted survey method while structured questionnaire and structured interview questions were used to collect data for the study. The findings of the study revealed that the main strategies used for motivating para-professional library personnel were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. Also, the findings of the study revealed that there was a significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of paraprofessional library personnel in tertiary institution libraries in Kaduna state (Katamba AS, 2014).

Low performance is generally observed as a major problem that presently thrives in many organizations particularly in the developing countries. Some scholars investigated what constituted low productivity among workers in different organizations. The results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the organization and feelings of being marginalized, unfair treatment by their employers. Some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity. Effective job motivation could not be achieved without adequate welfare packages for the workers. Welfare packages could be described as the monetary and non-material benefits that worker receive in addition to their salary (Mangi LD, 2014).

**Welfare packages could include the following:** Job security; job safety; hazard allowance; scholarship; retirement benefits; Refreshment medical allowances; research grants, etcetera. (Adequate welfare packages, competitive compensation and attractive work load etcetera, have been identified as veritable tools for attracting and retaining competent faculty in higher education. The need for adequate job motivation as the panacea for enhanced staff productivity in academic libraries cannot be over-emphasized. When workers are properly motivated, they are likely to be highly productive. Motivated workers would under normal circumstances be loyal, committed and dedicated to their job. Huge dividends, in form of high productivity; profitability; innovation; creativity; and efficient service delivery are accruable to any organization that engages the services of loyal and motivated workers and vice versa. Thus, it pays in all ramifications to employ loyal and motivated workers in any organization including academic libraries than engaging the services of disloyal, disgruntled and dissatisfied workers. The study, therefore examined the impact of staff motivation on job productivity of paraprofessional staff and the challenges associated with their job productivity (Acheaw MO, 2017).

### Objectives of the Study

The aim of the study was to investigate the impact of staff motivation on job productivity of pare professional staff in university libraries in Bayelsa state.

### The specific objectives are to:

- Find out the influence of staff motivation on the job activities of para-professional staff in university libraries in Bayelsa state?
- Determine the extent of motivational factors to the job productivity of para-professional staff in university libraries
- Investigate the challenges associated with the effective motivation of para-professional staff in selected university libraries

### Research Questions

- What is the influence of staff motivation on the job activities of para-professional staff in university libraries in Bayelsa state?
- What is the extent of motivational factors to the job productivity of Para-professional staff in university libraries?
- What are the challenges associated with the effective motivation of Para-professional staff in selected university libraries?

### Methodology

The study was carried out to investigate the impact of motivation on job productivity of para-professional staff in university libraries in Bayelsa State, Nigeria. The study covered all the public university libraries in Bayelsa state, Nigeria. The study adopted a survey research design. The population of the study consists of 60 paraprofessional staff from all the public university libraries in Bayelsa state, Nigeria. The total enumeration sampling technique was used for the study (Pradhan S, 2006). Total enumeration technique has to be used when the population is not large enough to achieve a desirable level of precision. The data collection instrument was a questionnaire titled "impact of motivation on job productivity of para-professional staff in university libraries". The instrument was validated and the reliability co-efficient of 0.87 was obtained using Cronbach alpha. The frequency counts and standard deviation were used for data analysis. In all sixty (60) copies of the questionnaire were distributed and 48 copies were returned and found usable which made up of (70.0%) response rate and which was considered adequate for the study (Table 1).

**Table 1:** List of institutions used response rate.

S/N	Institution	Questionnaire distribution	Response rate	Percentage
1	Federal University Otuoke, Bayelsa state (FUO)	20	16	33.00%
2	Niger Delta University (NDU)	18	13	27.00%
3	African University, Tororuwa (AU)	12	10	20.80%
4	Bayelsa Medical University (BMU)	10	9	18.70%
	Total	60	48	100%

Table 1 shows the frequency distribution of paraprofessional staff in all the public university libraries selected for the study. The table shows that 16 (33.0%) were respondents from Federal university Otuoke, (FUO) Bayelsa state which is the highest among the participated university libraries. This was closely followed by Niger Delta university (NDU) with 13 (27.0%). Next was African University Tororuwa with 10 (20.8%). The least respondent was coming from Bayelsa Medical University (BMU) with 0.9 (18.7%) respondents. The reason for fewer para-professional staff from Bayelsa medical university might be because the university was newly established.

Table 2 revealed the gender of the respondents in relation to the study. It revealed from the table that the total number of the respondents were 48 from all the public university libraries across Bayelsa state. It also revealed that 22 (45.0%) of the respondents were male while 26 (54.6%) were female. The findings showed that there were more female respondents in the study than male respondents.

**Table 2:** Gender of the respondents in relation to the study.

S/N	Gender	Frequency	Percentage
1	Male	22	45.00%
2	Female	26	54.60%
3	Total	48	100%

**Research Question I**

- What is the influence of staff motivation on the job activities of professional staff in university libraries in Bayelsa State?

**Table 3:** Item statements.

S/N	Items Statement	SA	A	D	SD
1	I have desire to put in my best when salaries are regular	25 (52.0%)	15 (31.2%)	3 (6.2%)	5 (10.4%)
2	The praises and commendation that I get on the job spur me to work harder	15 (31.2%)	20 (41.6%)	10 (20.8%)	3 (6.2%)

3	The library management is interested in the feeling and welfare of paraprofessional staff	5 (10.4%)	0.7 (14.5%)	16 (33.3%)	10 (41.6%)
4	Staff are provided with the right and adequate tools and resources for the job	22 (45.8%)	14 (29.0%)	0.8 (16.6%)	0.4 (8.3%)
5	Staff are encouraged and rewarded for good job performance through appraisal	0.4 (8.3%)	10 (20.8%)	14 (29.0%)	20 (41.6%)
6	There are career growth and opportunity for me with the library	19 (39.5%)	14 (29.0%)	11 (22.9%)	0.4 (8.3%)
7	There is regular feedback from my immediate supervisor on my job productivity	5 (10.4%)	0.9 (18.7%)	16 (33.3%)	18 (37.5%)
8	The volume of work is greater whenever there is an upward review in salary	5 (10.4%)	3 (0.6.2%)	10 (20.8%)	30 (62.5%)
9	A fair housing and health scheme would encourage me to be more dedicated to duties	18 (37.5%)	17 (35.4%)	0.8 (16.6%)	5 (10.4%)
10	An assurance of a car loan will boost my commitment to work	19 (39.5%)	15 (31.2%)	0.6 (12.5%)	0.8 (16.6%)
11	The job I perform has negative effect on my health	10 (20.8%)	0.9 (18.7%)	12 (25.0%)	17 (35.4%)

The Table 3 above showed the distribution of influence of staff motivation on job activities of para-professional library staff. The study revealed some of these motivational factors as indicated in the study which include the desire to put in the best when salary is regular, Library management are interested in the feeling and welfare of para-professionals, the carrier growth and

opportunity for me with the library, staff are encouraged and rewarded for good job performance and through appraisal and so on. In all, the majority of the respondents agreed that the desired to put in the best when salary are regular is their highest motivating factor with 40 (83.2%) against 8 (16.6%) and closely followed is when the staff are provided with adequate tools and

resources for the job with 36 (74.8%) against 12 (74.9%). This might be possible because regular salary and adequate tools for the job are known to be good motivating factors. Amazingly, the study revealed that para-professional staff are not encouraged and rewarded for good job performance through appraisal. This was showed in the analysis where respondents agreed with 14 (29.1%) against 34 (70.0%).

**Research Question II**

- What is the extent of motivational factors to the job productivity of paraprofessional staff in university libraries?

The Table 4 below showed the job productivity of paraprofessional staff in university libraries in Bayelsa State. The study revealed some of these job activities performed by the paraprofessional staff in the selected university libraries as indicated which include displaying

of newspaper on newspaper track, user’s registration, library statistics, indexing and abstracting, provision of current awareness services, and provision of reference services and so on. In all the majority of the respondents performed very high in providing library statistic and organization, shelving and shelve readings with 35 (72.8%) and 36 (74.9%) respectively. This might be possible because these activities are the major works and primary duties of para-professionals’ staff in the library. The study equally revealed that the respondents performed very low in reference services and current awareness services with 18 (7.4%) and 16 (33.3%). This might be possible because these services are sensitive services that deal with the image of libraries and most library managers might prefer professionals to handle them RQ<sub>3</sub> (Shahzad K, et al. 2010).

**Table 4:** Extent of motivational factors on the productivity of para-professional staff job.

S/N	Extent of motivational factors on the productivity of paraprofessional staff job	Very High (VH)	High (H)	Low (L)	Very Low (VL)
1	Registration of users (manual and electronic format)	15 (31.2%)	20 (41.6%)	0.5 (10.4%)	0.8 (16.6%)
2	Provision of quick access to library data bases/e-resources	20 (41.6%)	10 (20.8%)	10 (20.8%)	0.8 (16.6%)
3	Keeping of library statistics	20 (41.6%)	15 (31.2%)	0.7 (14.5%)	0.6 (12.5%)
4	Provision of answers to user’s reference queries	0.8 (16.6%)	10 (20.8%)	12 (25.0%)	18 (37.5%)
5	Organizing, shelving and shelf reading of consulted books	23 (47.9%)	13 (27.0%)	0.7 (14.5%)	0.5 (10.4%)
6	Charging in and charging out of books	19 (39.5%)	16 (33.3%)	0.8 (16.6%)	0.5 (10.4%)
7	Taking delivery of books acquired and providing accession numbers to the new books acquired	0.9 (18.7%)	4 (8.3%)	18 (37.5%)	17 (35.4%)

8	Library orientation and information literacy services	14(29.0%)	13 (27.0%)	10 (20.8%)	11 (22.9%)
9	Provision of Current Awareness Services (CAS)	10 (20.8%)	0.6 (12.5%)	15 (31.2%)	17 (35.4%)
10	Provision of Indexing and abstracting services	0.7 (14.5%)	0.5 (10.4%)	16 (33.3%)	20 (41.6%)
11	Compilation of reference reading list and bibliographies	0.7 (14.5%)	11 (22.9%)	12 (25.0%)	19 (39.5%)
12	Pasting of book pocket, borrowing date slips and other pre-cataloging activities	11 (22.9%)	10 (20.8%)	12 (25.0%)	15 (31.2%)
13	Displaying of newspaper on newspaper rack	15 (31.2%)	18 (37.5%)	10 (20.8%)	0.5 (10.4%)

- What are the challenges associated with para-professional staff motivation in university libraries in Bayelsa state?

The Table 5 below shows the distribution and response rate on the challenges associated with motivation of para-professional staff in university libraries in Bayelsa state. Majority of the respondents agreed that the major challenges associated with the motivation of para-professional staff in university libraries was the inadequate access to workshop, conference and other forms of training with 36 (74.9%) against 12 (24.8%).

Closely followed was the poor working tools and equipment with 33 (66.6%) agreed against 15 (31.2%). The only challenge that the majority of the respondent disagreed with was having excess work load. The majority believed that excess workload was not a challenging factor that could hinder their motivation. The respondents answered in the affirmative with 13 (30.0%) against 35 (72.8%) (Ugah AD, et al. 2008).

**Table 5:** Challenges associated with motivation of para-professional staff.

S/N	Challenges associated with motivation of para-professional staff	SA	A	D	SD
1	Lack of proper programmer on staff training	16 (33.3%)	15	10 (20.8%)	7 (14.5%)
2	Poor working tools and equipment	17 (35.4%)	16 (31.2%)	6 (12.5%)	9 (18.7%)
3	Inadequate access to	20 (41.6%)	16 (33.3%)	5 (10.4%)	7 (14.4%)

	workshop, conference and other forms of training				
4	Slashing or outright removal of allowances	8 (16.6%)	10 (20.8%)	13 (27%)	17 (35.4%)
5	Excessive deduction on salary and high taxation	17 (35.4%)	14 (29.1%)	10 (20.8%)	7 (14.5%)
6	Excess work load	7 (17.5%)	6 (12.5%)	15 (31.2%)	20 (41.6%)
7	Irregular promotion and allowances	18 (37.5%)	12 (25%)	10 (20.8%)	8 (16.6%)

**DISCUSSION**

**Motivational Level of Para-Professional Staff in University Libraries**

The analysis revealed so many motivational factors or parameters that are capable of encouraging para-professional staff in the library. They include regular feedback from immediate supervisor, the volume of works is greater whenever there is an upwards review of salary and so on, desire to put in their best when salaries are regular, when staff are provided with the right and adequate tools and resources for the job, when staff are encouraged and rewarded for good job performance through appraisal, also career growth and opportunity for the staff in the library. The finding showed that the majority of the respondents agreed that the desired to put in the best was when their salary is regular. Closely followed was when the paraprofessional staffs are provided with adequate tools and resources for the job. Also followed are the assurance of career growth and opportunity with library. This finding is aligned with study where he assessed the impact of motivation on job performance of para-professional staff in tertiary institution libraries in Kaduna State. The study adopted survey method while structured questionnaire and structured interview questions were used to collect data for the study. The findings of the study revealed that the main strategies used for motivating para-professional library personnel were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. Also, the findings of the study revealed that there was a significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of para-professional library personnel in tertiary institution libraries in Kaduna State (Saka KA et al. 2014).

**Influence of Motivation Parameters/Factors on Job Productivity of Para-professional Staff**

The study revealed that there are so many job activities that are performed by the paraprofessional staff in the university libraries as indicated as thus: Displaying of newspaper on newspaper track, user’s registration, library statistics, indexing and abstracting, provision of current awareness services, provision of reference services, shelving and shelf reading, taking delivery of all books acquired, compilation of reference reading list; indexing and abstracting and so on. In all these the finding revealed that majority of the respondents performed very high in providing library statistic and organization, shelving and shelf reading. This might be possible because these activities are the major works and primary duties of para-professional staff in any libraries. The study equally revealed that the respondents performed very low in reference services and current awareness services. This might be possible because these services are sensitive services that deal with the image of libraries and most library managers might prefer professionals to handle them (Taiwo AS, 2009).

**Challenges Associated with Effective Motivation of Para-Professional Staff in University Libraries**

This study showed the distribution and response rate on the challenges associated with motivation of para-professional staff in university libraries in Bayelsa state. The study identified lack of proper programme on staff training, inadequate working tools and equipment, inadequate access to workshop, conferences and other training, slashing or outright removal of allowances, irregular promotion, excess work load, excessive or arbitrary deduction on salary. The finding revealed that majority of the respondents agreed that the major challenges associated with the motivation of para-professional staff in university libraries in Bayelsa state is



inadequate access to workshop, conference and other forms of training. Closely followed is the irregular promotion and allowances. Also followed is the inadequate working tools and equipment. This study is consistent where both affirmed that effective job motivation could not be achieved without adequate welfare packages for the workers. Welfare packages could be described as the monetary and non-material benefits that worker receive in addition to their salary. Welfare packages could include the following: job security; job safety; hazard allowance; scholarship; retirement benefits; refreshment medical allowances; research grants, etcetera (Yeboah PA et al. 2001).

## CONCLUSION

There is no doubt that motivation has so many roles to play in enhancing the performance of workers in any organization. The study identified so many motivational factors that are capable of motivating para-professional staff in the university libraries in Bayelsa state. Among them is the regular feedback from immediate supervisor, an upwards review of salary, staff are encouraging and rewarded for good job performance through appraisal, career growth and development, when staff are provided with the right tools. The implication is that when employees are happy they tend to put in their best to achieve the organizational goals. Some job activities performed by paraprofessional as indicated in the study includes Registration of users (Manual and Electronic format), provision of quick access to library data bases/E-resources, keeping library statistics, provision of answers to user's reference queries, organizing, shelving and shelf reading of consulted books, charging in and out of books and many others (Yamoah EE, 2013).

The study equally identifies the following challenges as factors militating against motivation of para-professional staff in the university libraries. The challenges include lack of proper programme on staff training, inadequate working tools and equipment, inadequate access to workshop, conferences and other training, slashing or outright removal of allowances, irregular promotion, excess work load, excessive or arbitrary deduction on salary. To this end, it is therefore recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity.

## RECOMMENDATIONS

**In view of the findings of this study and conclusion the following recommendations are made:**

- The Library managers in collaboration with the University management should ensure that paraprofessional staff are sponsored on staff development programmes, recognized for outstanding performances, compensated and promoted as at when due.

- The university management in conjunction with the library managers should do everything humanly possible to motivate their employees. It is only when the staff are properly motivated that they would be able to put their best into the library services in form of maximum productivity.
- The university management of the affected academic institutions should do everything possible to ensure that the staff of the various libraries under their domain receive enhanced salary package that are at par with what are obtainable in similar organisations. This is one of the surest means of retaining the best talents in the libraries.
- Slashing of salaries and allowances under whatever guise should be discontinued because of its anti-productive tendencies.

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