

RETHINKING DEVELOPMENT PARADIGMS IN AFRICA

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Chapter 2

Effect of Motivation, Job satisfaction, Gender and Educational Qualifications on Job Performance of Library Personnel in Universities in North-Central, Nigeria

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Abstract

In libraries, three vital resources exist, i.e. human, material and information-bearing resources. This study focuses on human resources. The study determines the level of Motivation, Job satisfaction and job performance as well as the level of job performance with respect to gender and educational qualifications, relationship between motivation and job satisfaction; effect of gender and educational qualification on job performance among librarians and library officers in North-Central Nigeria. It is a survey research design covering conventional and specialized, government and privately-owned universities in North Central Nigeria. Two research questions were raised such as "what is the level of motivation, job satisfaction and job performance? What is the level of job performance of librarians and library officers with respect to gender and education qualification?" Two research hypotheses were formulated such as: "there is no significant relationship between motivation and job satisfaction, "there is no significant effect of gender and educational qualifications on job performance in university libraries in North Central Nigeria". The null hypotheses were tested at 0.05 level of significance. Statistical Package for Social Sciences version 17 was used to conduct the statistical analysis. The target population consisted of 160 librarians and 141 library officers were all adopted. Two sets of modified questionnaire: Gender, Educational Qualification, Motivation, Job Satisfaction and Job Performance were used for the study. A critical value 0.125 and an F critical value of 0.384 were used as standards for testing correlation coefficients and two-way ANOVA respectively. Descriptive statistics was used to answer the research questions, while Pearson Product Moment Correlation and two-way Analysis of Variance were used to test the null hypotheses. Study revealed that the level of motivation and job satisfaction was moderate while high level of job performance was discovered among the respondents. It was further discovered that there was moderate level of job performance of both sexes with PhD and MLS degree holders respectively. Holders with first degree exhibited high level of job performance. With exception of female library officers (with OND in library science) that exhibited moderate level of job performance, all library officers of both sexes with HND and DLS (library science) exhibited high level of job performance. There was significant relationship between motivation and job satisfaction while, there was no significant difference in the job performance with respect to gender and educational qualification among library personnel. The study recommended that the management of the universities in the zone should provide adequate motivation in addition to training for female library officers; give opportunities for advancement in formal education so that both gender can exhibit different skills in job performance.

Introduction

In libraries, three categories of resources exist and are vital to the well-being of the libraries. They include but not limited to human, material and information-bearing resources. No matter the beauty and good/conducive environment of the library, equipped with computer, textbook and reference sources, it will be meaningless if trained, committed and adequate, and well

dedicated staff are not put in place to offer efficient services. Regardless of the types of libraries, three (3) categories of staff exist, thus they are the professional, pass-professional and non-professional. The first two categories of staff in any library have undergone forms of training programme leading to the award of diploma, higher diploma as well as degree and higher degree(s) in librarianship (Aina, 2004). The performance level in any organization will in no doubt depend on some principles of management (Planning, leadership style, directing, staffing, budgeting, etc) being adopted. One of such principles is the motivation. It is a technique adopted in any organization to ensure that the workers' performance is above expectation so that organization's objectives are attained. However, low or high level of performance is usually a function of the degree of motivation and job satisfaction derived by the worker(s).

Workers in any organization can be motivated by way of intrinsic means (recognition, appreciation, job security, award) and extrinsic by way of regular payment of salary, increase in salary, regular and efficient training, good leadership style, etc (Akanbi, 2011). However, it is believed that where workers are adequately motivated, it is expected that they will put in their best. The level of job satisfaction, performance of workers largely depend on gender and the qualification obtained after a formal training programme. This means that the performance level of workers is a function of both domestic and administrative responsibilities bestowed on the personnel. Library as one of the important organizations in any given society is not left out in motivating its workers. This is because libraries are one of the important departments or sections which support to achieve the overall objectives of an organization.

The universities in North Central zone of Nigeria are among the second (1970s), third (1980s/1990s), and fourth (2000s) generation universities in Nigeria. Librarians are the library personnel that have undergone professional training in approved institution(s) leading to award of bachelor and/or higher degrees in librarianship. Library officers are library personnel that have undergone para-professional training programmes in approved institution(s) leading to the award of diploma and/or higher diploma in librarianship respectively.

The objectives of universities are to provide learning, teaching, research and community services. University libraries can help universities achieve these set objectives by providing adequate information resources to support learning, teaching and research activities of both students, faculty members, non-teaching staff and local community in which universities and university libraries are located (Aina, 2004). To further achieve these set objectives, the library personnel must adequately be motivated to get the best from them.

Most staff in university libraries are not adequately motivated as they are neither punctual nor committed to duties. Majority of staff in university libraries are non-professionals and para-professionals holding certificates in other disciplines and diploma in library science respectively. Institutions of higher learning in Nigeria are training and producing graduates in libraries and information science disciplines but visiting libraries showed that graduates of library science are not found in libraries working. In universities in north-central, the number of males are greater than the female counterparts working in libraries. One of the reasons could be responsible is the number of enrolment of students in tertiary institutions whereby males are more than the females. Above all, females go for six months of maternity leave as opposed to male counterparts who enjoy only 30 days.

It should be noted however, that the more personnel undergo training programme and acquire requisite/higher qualification the more competent and skillful he/she would be in the performance of job. Furthermore, all things being equal males have the capability of performing jobs than the female counterparts because of the energy lost during child birth. The issue of

motivation, job satisfaction and job performance in relation to gender is usually a function of educational qualification acquired after training

Statement of the Problem

University libraries are established to achieve the overall objectives of the universities which include learning, teaching, research and community service, etc. The university libraries can only support the attainment of these objectives through efficient service delivering thus job performance. It has been observed that library personnel performance in university libraries in North central Nigeria is below expectations as they are neither punctual nor committed to their duties while majority of them hold diploma in library science while few hold degree. The performance indicators include intrinsic and extrinsic motivation, punctuality, commitment, educational qualification, continuing professional development and gender issues. One therefore, wonder what has been responsible for this negative situation on the part of librarians and library officers in universities in the North central geo-political zone of Nigeria. The study is to determine the influence of gender and educational qualifications, motivation and job satisfaction on job performance among librarians and library officers in universities in North-Central, Nigeria.

Research Questions

In order to find answers to the question raised in relation to the research problem, the following research questions were raised thus: -

1. To what extent has motivation and job satisfaction contributed to job performance of library personnel in university libraries in North central Nigeria?
2. How has gender and educational qualification of library personnel contributed to job performance in university libraries in North central Nigeria?

Research Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance: -

1. There is no significant relationship between the levels of motivation and job satisfaction of library personnel.
2. There is no significant effect of gender and educational qualifications on job performance of library personnel.

Literature Review

Herzberg et al as cited in Stoncs et al (2008) conducted a research on job attributes of 200 engineers and accountants. The study found two different sets of factors: satisfiers and dissatisfiers. Satisfiers are motivational factors when present in work environment can lead to strong motivation, satisfaction and better performance. They include achievement, responsibility, recognition, work itself and advancement. Dissatisfiers are hygiene factors when present in work environment can lead to motivation and satisfaction and can cause dissatisfaction if not present in work environment. They include: salary, working conditions and company policy.

The present study will delve into the levels of the aggregates of motivation; job satisfaction and job performance with respect to gender and educational qualifications. The study will also investigate the relationship between motivation and job satisfaction of library personnel. The study will also find out the effects of the relationship between gender and

educational qualification on job performance of library personnel. The variables to be used in the study include work itself, recognition, achievement, communication, staff development, financial benefits as well as job performance variables which include human relation, competency, knowledge, communication and efficiency.

Babalola (2013) reported that job motivation and conducive office environment had significant influence on research productivity of librarians in Colleges of Education in Nigeria. Kortnyk as cited in Babalola (2013) discovered that both male and female holding PhD in librarianship published equally and there was no difference. Golshan, *et al*, (2011) examined the effects of motivational factors on job satisfaction of Malaysian Gen-Y Administrative and diplomatic officers. Two factor theories (Motivator and Hygiene factors) were used to examine their relationship with intrinsic and extrinsic job satisfaction. The level of satisfaction between male and female employees and employees in different ranks were also examined. The result of t-test showed that both male and female employees have the same level of satisfaction as they both have the same level of opportunities to work in the government of Malaysia. Result of one-way ANOVA showed that all the significant values were higher than .05 and there was no difference in the level of job satisfaction between employees working in different grades. Cross tabulation results showed that the both sexes were satisfied with their job. Multiple regression analysis revealed that the presence of motivators can result to job satisfaction.

Ola and Adeyemi (2012) studied the motivation and job satisfaction of mid-level staff at Kenneth Dike Library, University of Ibadan. Survey method was adopted with a population of eighty-three (83) mid-level personnel with a breakdown of twenty-five (25) professionals, twenty-nine (29) para-professionals and twenty-seven (27) other senior staff. The entire population of these categories of library staff was adopted, while copies of questionnaire were distributed to all respondents. Descriptive statistics was used to analyze the data being collected. The results showed that there was inadequate or poor motivation (welfare, working tools, promotion, communication, job environment and leadership styles) which led to job dissatisfaction among respondents.

Olorunsola (2012) investigated job performance and gender factors of administrative staff in government-owned Universities in South-West, Nigeria. The components of job performance were command of language, foresight, judgment, reliability under pressure, human relation, leadership quality, level of efficiency and effectiveness, regularity and punctuality and drive/determination. Descriptive survey research design was used with a population of 800 and a sample size of 400 administrative staff from two federal and two state universities were selected through multi-stage sampling technique. One research question was used: "what is the level of job performance of administrative staff in universities in South-West, Nigeria?" One hypothesis was formulated: there is no significance difference on job performance between male and female administrative staff in universities in South-West, Nigeria. Both descriptive and inferential statistics were used to answer a research question and test the null hypothesis respectively. Frequency counts, percentages and t-test analysis were used to analyze data. Findings from the descriptive analysis revealed that 79% of the respondents performed very high on the job, while 20% performed very low. Generally speaking the level of job performance of administrative staff was high. The study further revealed that there was no significant difference between the job performance of male and female administrative staff in the universities in South West, Nigeria.

Oyewole and Popoola (2013) investigated the effects of independent variables of psychosocial factors on job performance of library personnel in Federal Colleges of Education in Nigeria. A correlational type of survey research design was used while the entire population of

195 library personnel in all the Federal Colleges of Education in Nigeria was adopted for the study. Questionnaire was used to collect data, while copies of job performance questionnaire were filled by the College librarians.

Descriptive statistics was used to answer the research questions and inferential statistics of multiple regression and correlational analysis were used to test the two hypotheses. From the descriptive analysis, the results showed that the mean score for self-concept was $X = 55.99$ $SD = 6.52$ indicating high level of self-concept. The mean score for job satisfaction was $X = 58.35$, $SD = 9.50$ indicating high level of job satisfaction. The mean score for job stress of respondents was $X = 22.71$, $SD = 6.74$ indicating moderate level of job stress. The mean score for job performance of library personnel was $X = 55.68$, $SD = 5.25$ indicating moderate level of job performance. Although the joint effect of independent variables has significant relationship with job performance but the job performance of library personnel was at moderate level.

Ahmed, Nawaz, Iqbal, Ali, Shaukat and Usman, (2010) examined the effect of motivational factors on administrative job performance, University of the Punjab, Pakistan was used as a case study. Questionnaire was the research instrument and Chi-square was the statistical tool used to test null hypothesis respectively. The study found significant relationship between intrinsic motivational factors and employee job satisfaction. The study found no significant relationship between extrinsic factors and employee job satisfaction. These factors include satisfaction with salary, benefits and job security.

Opaleke (2012) investigated the influence of librarians' leadership styles on four major areas of job performance of the subordinates. Those areas are job specific, task proficiency, demonstration efforts and team performance. The study employed descriptive survey design, while the target population consisted of 245 librarians, library officers and assistants in five federal universities in South-West, Nigeria. A sample size of 163 (67%) of the total population was used for the study. Instrument used was the modified version of the two set of questionnaire tagged, Librarian Leadership Styles Questionnaire (LLSQ) and Job Performance Questionnaire (JPQ)

In the analysis of data, frequency tables, percentages, multiple correlation and multiple regression analysis were used. It was discovered that university librarians adopted autocratic, participative and delegative leadership styles though participative style was the predominant one in the survey federal university libraries. The influence of leadership styles on subordinates in all aspects of job performance was strong. The contribution of participative and delegative leadership styles to job performance of subordinates in federal universities was high.

Nnadi, Chikaire, Atoma, Egguowu and Echetama, (2012) examined factors influencing job performance of female extension agents using West and North areas of Imo State, Nigeria. The study population consisted of 50 female agents and 30 women agriculture participants. Data collected were subjected to descriptive analysis (frequency distribution, percentage and mean presented in tabular form). Results of the study revealed that female agents are young and are therefore expected to perform efficient jobs. A good number of female agents hold higher educational qualifications that will assist them in performing their jobs. This owns to the fact that the extension agents have the basic knowledge of their profession. Various key performance areas of female extension workers were rated in percentages and were between 62.5% and 100%.

Methodology

Survey method was used for the study because data were collected so as to describe and interpret the existing relationships among motivational factors, job satisfaction and job performance of librarians and library officers in Universities in North-Central, Nigeria. Survey research was used because of the large area covered. Data were collected from the entire population of the two categories of library personnel in all the survey universities in North-Central, Nigeria. Survey research is characterized by the use of population and sample; questionnaire and interview to collect data from respondents, while findings can be used to generalize the entire population of the study (Aina, 2004).

The target population of the study comprised 301 librarians and library officers with 160 librarians and 141 library officers spread across the 17 fully operational universities in North-Central, Nigeria as at March, 2012. The population distribution cuts across both government and privately-owned as well as convectional and specialized universities in North-Central, Nigeria.

Table 1: Population of the Study

S/No	Universities	Year of Est.	Librarians	Library Officers	Total
1	University of Ilorin, Ilorin	1975	13	10	23
2	University of Jos, Jos	1975	22	20	42
3	Federal Univ. of Technology, Minna	1982	24	18	42
4	University of Abuja	1988	15	08	23
5	University of Agriculture, Makurdi	1988	13	45	58
6	Benue State University, Makurdi	1992	08	08	16
7	Kogi State University, Ayingba	1999	14	09	23
8	Nassarawa State University, Keffi	2002	05	05	10
9	National Open University of Nigeria, Abuja (Study Centre)	2003	04	01	05
10	Ibrahim Badamasi Babangida University, Lapai	2005	14	05	19
11	Al-Hikmah University, Ilorin	2005	04	01	07
12	Bingham University, New Karu	2005	04	-	06
13	University of Mkar, Mkar	2005	04	06	10
14	Salem University, Lokoja	2007	02	02	04
15	African University of Science and Technology, Abuja	2007	02	-	02
16	Kwara State University, Malete-Ilorin	2009	06	03	09
17	Nigerian Turkish Nioile University, Abuja	2009	02	-	02
	Total		160	141	301

Source: PhD Field Survey (2014).

A complete census or enumeration of the entire population of librarians and library officers in the 17 fully-operational Universities was considered and adopted by the researcher as the population is manageable for the research (Ibrahim, 2013). Two set of questionnaire tagged Gender, Educational Qualification, Motivation, Job Satisfaction, and Job Performance

Questionnaire (GEDMJSJPQ) was used in data collection. Four point likert scale type of questionnaire was used thus, Strongly agree (SA), Agree (A), Disagree (D) and Strongly disagree (SD) as well as Excellent, Very Good, Good, and fair (4, 3, 2 and 1 point) respectively.

Questionnaire comprised of sections A and B. Section A contains items on Gender and Educational Qualification, Motivation; and Job Satisfaction which is expected to be answered by all respondents. Section B contains items on job performance and is to be answered by heads of sections, deputy university librarians and university librarians. They are to evaluate the job performance of their subordinate staff in their sections (administration, collection development, cataloguing and classification, circulation, reference, information technology, etc).

The draft copies of questionnaire undergone face validity after which the two-sets of the modified version of the instrument further undergone pretesting (using test-retest method) outside the study areas and were administered on university librarians, librarians and library officers in university libraries outside the study areas. Three universities were selected for the pretesting of the modified instrument namely, University of Nigeria, Nsukka; Enugu State University of Science and Technology, Enugu and Caritas University, Amorji-Nike, Enugu. These universities are located in South-east zone of Nigeria. The reliability co-efficient of 0.68 was obtained from the pilot study showing that the instrument was reliable and consistent.

The researcher adopted parts of Dessler (2011), Olorushola (2012) and Opaleke (2012) performance questionnaire for the study respectively. The administration of the modified copies of questionnaire was carried out by the researcher with the help of trained research assistants in each of the studied universities in the zone.

Mean and standard deviation was used to analyze demographic data and answer the research questions while pearson product moment correlation (PPMC) and two-way analysis of variance (ANOVA) were used to test the two null hypotheses at 0.05 level of significance. However, a critical value of 0.125 and an F-critical value of 3.84 were used to test the correlation co-efficient and two-way ANOVA respectively. Statistical packages for social sciences (SPSS) version 17 was used to conduct the statistical analysis of data.

The literature review has contributed to the development of variables of the study, design of instrument, formulation of research questions and hypothesis; use of appropriate statistical tools for analysis of data. The literature been review has help in identifying the missing gap that need to be filled. The empirical literature were used in comparing the present research findings especially in the discussion of results.

Data analysis, interpretation and discussion of results

Out of 301 copies of questionnaires administered, 258 copies were filled and returned in usable form. This represent 85% response rate. Based on the returned copies of questionnaire, descriptive and inferential statistics were used to answer research questions, test null hypothesis and analyzed the data below.

Research question 1: To what extent has motivation and job satisfaction contributed to job performance of library personnel?

Table 2: Extent of the contribution of motivation and job satisfaction to job performance of library personnel

S/N	Variables	Means	Std Deviation	Std Error	Extent
1.	Motivational factors	2.59	0.313	0.020	Moderate
2.	Job satisfaction	2.69	0.408	0.026	Moderate
3.	Job performance	3.00	0.405	0.025	High

Key

- 1 - 2.49 = Low
- 2.50 - 2.99 = Moderate
- 3.00 & above = High

From the table, the three variables (motivation, job satisfaction and job performance) were studied with the highest mean score of 3.00 (being high level of job performance among library personnel) Thus, this implies that despite the moderate level of motivation and job satisfaction, the two category of library personnel were able to perform high to the attainment of university libraries overall objectives of the university libraries. Performance is the discharging of assigned statutory and professional duties in an organization so as to achieve the set objectives. In libraries, job performance can be in the form of selection and ordering of materials, cataloguing and classification, preservation of library materials, provision of reference services, binding of damage books, etc.

Research question two: How has gender and educational qualification of library personnel contributed to job performance?

Table 3: Job performance of library personnel by gender and educational qualifications
Dependent Variable: Job performance

Educational qualification	Male		Level	Female		Level
	Mean	Std. Deviation		Mean	Std. Deviation	
PhD	2.7595	.06570	Moderate	2.8889	.40421	Moderate
MLS	2.9205	.41230	Moderate	2.8381	.35182	Moderate
BLS	3.0794	.47674	High	3.0105	.36775	High
DLS	3.0071	.29693	High	3.0434	.42301	High
HND	3.1381	.46073	High	3.0898	.61098	High
OND	3.0425	.41548	High	2.9786	.39049	Moderate
Total	3.0176	.40899	High	2.9746	.39975	Moderate

Key

- 1 - 2.49 = Low
- 2.50 - 2.99 = Moderate
- 3.00 & above = High

Table 3 reveal moderate level of job performance of both sexes holding Ph.D and MLS degree. The moderate level of job performance could be the reflection of administrative responsibilities attached to holders of higher degrees by the university administration apart from the primary assignments. The administrative responsibilities may involve Directors, Deans, Heads of departments, member(s) of committees, etc. The level of job performance of BLS,

HND and DLS tend to be high as BLS holders perform professional duties and are assisted by the HND and DLS (Para-professionals) holders respectively. The overall level of job performance for male tends to be high while it was at moderate level for females. The later could be attributed to the domestic responsibilities of child rearing, cooking food, washing, etc which are carried out by the female counterparts.

It should be noted however that some jobs like binding, checking of users at the entrance of libraries are mostly carried out by males. Females do go on maternity leave and that the male counterparts used to takeover their jobs. With the domestic responsibilities bestowed on women, they use to squeeze time during working hours to go home and breast feed their children. Male counterparts normally carried out the jobs that are to be perform by females. Males have enough time than females even after retiring from daily library duties

Hypothesis 1: There is no significant relationship between levels of motivation factors and job satisfaction of library personnel in universities in North-Central, Nigeria

Table 4: Relationship between levels of Motivation Factors and Job satisfaction of Library Personnel in Universities in North-Central, Nigeria

Aggregate variables	Mean	Std. Deviation	Std. Error	r-value	df	P
Motivational factors	2.59	0.313	0.020	0.561	254	0.000
Job Satisfaction	2.69	0.408	0.026			

Pearson Product Moment Correlation (PPMC) was used to test the null hypothesis. The result revealed that the motivational factors were significantly correlated with the job satisfaction of library personnel in universities in the zone. The observed correlation coefficient (0.561) is higher than the critical value of 0.125 at 254 degree of freedom and at the probability level of 0.05. The observed level of significance for the test is 0.000 ($P < 0.05$). This observation means that the null-hypothesis which states that there is no significant relationship between motivational factors and job satisfaction of library personnel could therefore be rejected. The test revealed that motivational factors are highly and positively correlated with personnel job satisfaction in the university libraries. The mean score of 2.59 (between 1 - 4 scale) tends towards agreeing that all these factors will lead to moderate level of motivation. The same thing applies to a mean score of 2.69 indicating moderate level of job satisfaction.

Hypothesis 2: There is no significant effect of gender and educational qualifications on job performance of library personnel.

Two-way Analysis of Variance model was used to determine the interaction between gender and educational qualifications of the personnel and any possible significant differences in the job performance in the university libraries in North-Central, Nigeria. The analysis of variance model is summarized in Table 5 below.

Table 5: Analysis of Variance on Job Performance by Gender and Highest Educational Qualification.

Source	Sum of Squares	Df	Mean Square	F	Sig.
Sex	.008	1	.008	.046	.831
Level of Education	1.314	5	.263	1.597	.162
Sex* level of education	.181	5	.036	.220	.954
Error	39.989	243	.165		
Total	2336.193	253			

The result did not reveal significant difference between gender and educational qualifications of personnel with respect to their job performance in the university libraries. The interaction between the independent variables was not significant to job performance. From the observations of the test, there is inadequate evidence to reject the null hypothesis which states that "there is no significant effect of gender and educational qualification on job performance of library personnel in universities in North-Central, Nigeria". This then means that any observable variability in the job performance of the personnel could not be statistically significant.

Summary of Findings

Based on the analysis and presentation of data, the following are summary of findings:

1. There was moderate level of motivation and job satisfaction while there as high level of job performance among the library personnel,
2. There was moderate and high level for job performance for both sexes with higher degrees and Bachelor degree respectively, while high level of job performance was discovered from both sexes with Diploma in Library Science (DLS) and Higher National Diploma (HND) in library science respectively.
3. There was significant relationship between motivational factors and job satisfaction,
4. There was no significant difference in the job performance of library personnel with respect to the interaction of gender and educational qualifications.

Discussion of Results

Response to research question one showed moderate level of motivation and job satisfaction though job performance of library personnel was at high level. This finding is contrary to those of Babalola (2013), Ola and Odeyemi (2012) and Oyewole and Popola (2013) respectively as the authors reported that the influence of job motivation and conducive working environment had significant influence on productivity of librarians in Collages of Education in Nigeria and the discovery of poor motivation leading job dissatisfaction and moderate level of job performance respectively.

Response to research question two revealed moderate and high level of job performance for both sexes holding higher and bachelor degree qualifications, while high level of job performance was discovered from both sexes with diploma (DLS) and higher national diploma (HND) in library science respectively. This finding is not in line with the collaborative research conducted by Nnadi *et al.*, (2012) as good number of female agents were young and expected to perform efficient jobs.

Hypothesis one tested revealed significant relationship between motivational factors and job satisfaction. Thus the null hypothesis was rejected. The finding contradicts those of Ahmed

et al., (2010) but corroborates those of Herzberg as cited in Stoner et al (2008) and Golshan (2011) respectively. The study reported significant relationship between intrinsic motivation and employee job satisfaction but there was no relationship between extrinsic motivational factors and job satisfaction respectively and that the presence of satisfiers can lead to strong motivation, satisfaction and better job performance. Other finding revealed that the presence of motivators can result to job satisfaction.

Hypothesis two tested revealed that there was no significant difference between gender and educational qualifications among library personnel with regards their job performance. The hypothesis was accepted. The findings corroborates those of Olorushola (2012) but disagreed with that of Nnadi *et al* (2012) as the study found no significant difference between job performance of males and females administrative staff in universities in south west Nigeria and that the female extension agent hold various educational qualifications with key performance areas

Conclusion

The conclusion is that the research question one which states that “to what extent has motivation and job satisfaction contributed to library personnel performance?” and the response was that despite moderate level of motivation and job satisfaction, personnel were able to perform efficient job. The second question states that: “how has gender in educational qualifications contributed to job performance of library personnel?” and the response was that both sexes with diploma certificate and bachelor degree in library science were able perform high/efficient job

Recommendations

Based on the findings and conclusion drawn, the following practical recommendations are made: The Management of Universities in North Central Nigeria should raise the present moderate level of motivation and job satisfaction through the provision of adequate incentives, awards, etc. University management should ensure that both gender be considered in the area of educational qualification and there should be corresponding qualification(s) for every job to be assigned to library personal. University management in the zone should provide adequate intrinsic and extrinsic motivation so as to attain high level of job satisfaction. In the area of intrinsic motivation, for example, personnel must be recognized for their contribution. In terms of extrinsic motivation for example, effort should be intensified to provide in-service training programmes. All geared towards the attainment of High level of job satisfaction. The management of universities in North-Central, Nigeria should provide opportunities for library personnel to develop themselves so that they can exhibit the different talents and skills acquired in job performance. Staff should be sponsored to conferences, workshops and professional training programme as well as to establish forum for competition e.g donate a trophy and could be won by dedicated and well deserved staff.

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