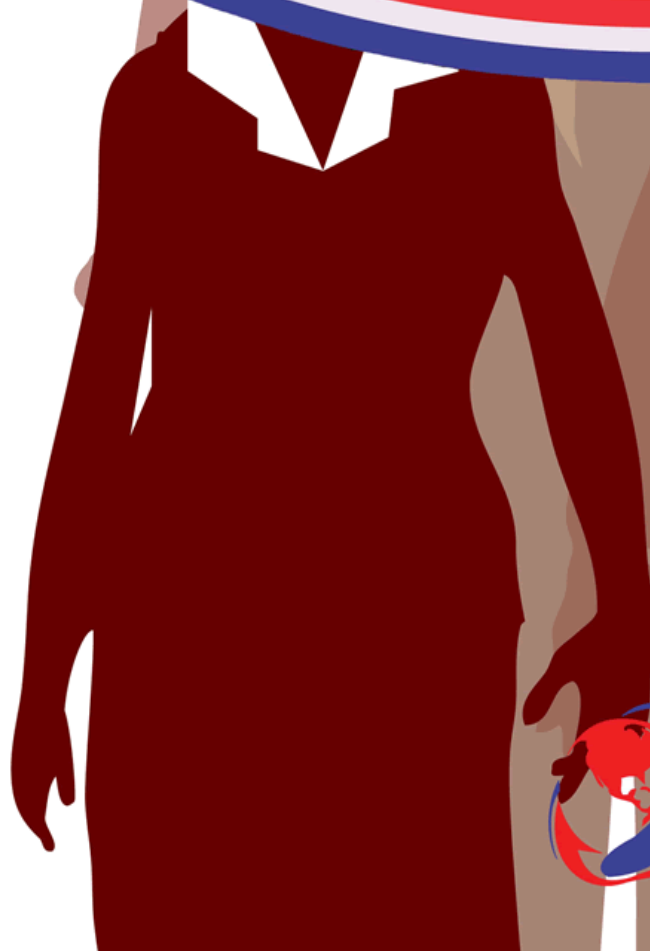


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STAFF MOTIVATION AS CORRELATES OF JOB PERFORMANCE OF LIBRARY STAFF IN OSUN STATE UNIVERSITY, OSOGBO, NIGERIA

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STAFF MOTIVATION AS CORRELATES OF JOB PERFORMANCE OF LIBRARY STAFF IN OSUN STATE UNIVERSITY, OSOGBO, NIGERIA

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Abstract

Purpose: The purpose of this study was to examine the influence of staff motivation on the job performance of the library staff in Osun State University. The study was guided by four objectives which are; to identify factors that motivate library staff, determine the level of job performance, also to know the extent to which staff motivation influence the job performance and identify challenges impending job performance of the library staff.

Methodology: The study embraced descriptive survey design. The population consisted of all the library staff in Osun State University library, from which 35 were selected using total enumeration sampling technique. Questionnaire was used to collect data from 35 respondents, out of which 34 copies were completely filled and returned. Data collected were analyzed using frequency counts, percentage and PPMC.

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

Unique contribution to theory, practice and policy: Library staff should be well motivated by the library management to perform effectively and as a matter of duty organise Information Communication Technology seminars for staff to help them acquire ICT skills as well as operate its facilities in the library. Secondly, the level of job performance of the staff of the library could be improved upon through the encouragement and provision of adequate facilities that could assist them in the performance of their job. Moreso, the library staff should be adequately and properly motivated with the use of motivational parameters to enhance their morale for efficiency and effectiveness on their job.

Keywords: *Staff motivation, Job performance, Osun State University library, Library staff, Osogbo, Nigeria*

1.0 BACKGROUND TO THE STUDY

The concept of job has been part of man's existence and has become a means by which individual needs are met. It is not only about employment but any activities that produce something with full of value for the society. To buttress this statement, Yaya and Opeke (2015) described job as an occupational act that is carried out by an individual or group of individuals in return for a reward. All over the world, the primary objectives of setting up university libraries are to support research, teaching and learning for lecturers, students as well as other researchers which are done through the provision and dissemination of both print and non print information resources, and services such as current awareness services, selective dissemination of information and bibliographic services among others.

For library to achieve these, the importance of human resources such as professional, para-professional and supporting staff cannot be overemphasized. This is because these people are the activators of functions and services in the library, and are expected to possess skills in collection development, technical processing of information resources as well as user education and services (Oyintola, Abiodun & Ajani, 2013). This means that library staff's are one of the greater assets that can work towards libraries' goal. However, the achievement of libraries goals and objectives is depending on the level of job performance of the staff. According to Saka and Salman (2014), job performance is the discharge of statutory duties or functions based on workers' field of specialization. These statutory duties are tailored towards the attainment of an organization's objectives.

In other words, Villamova, Austin and Borman (2005) described job performance as the aspect of work behaviour domain that is of relevance to job and the organization's objectives. In the library, the jobs performed by the staff include cataloging and classification of materials, provision of reference services, charging and discharging of library materials to users, current awareness services, and bibliographic services among others. However, for workers to be effective and perform their duties better, staff motivation must be given proper attention. Conceptually, staff motivation can be described as those factors that drive staff in putting real effort and energy into what they do. In other words, it refers to as factors that enable workers to exert their real efforts in achieving the stated goals and objectives of the organization (Yaya, 2017).

Staff motivation, could be intrinsic and extrinsic. The intrinsic motivation is the behaviour exhibited from the performance of job such as work itself, recognition, achievement among others while the extrinsic motivation is the behaviour a worker exhibits so as to get reward such as good pay/salary, promotion, working conditions among others. (Akanbi, 2011). This concept of motivation of employees plays a crucial role in enhancing the performance of workers in any organization, because it serves as energizer that direct, and sustain human behaviour towards a particular course of action. In support of this statement, Tella, Ayeni and Popoola (2007) affirmed that no matter how automated an organisation or a library may be, high productivity of the staff still depends on the level of motivation and the effectiveness of the workforce.

In the same vein, Bamgbose and Ladipo (2017) postulated that when staff motivation is properly used, it can be a vital tool to get the most out of the employees and at the same time enhance higher productivity. This means that if a manager wants to succeed and aimed at getting the best result from the his/her employees, he need to use different motivational technique such as recognizing and appreciating a good job or hard work, exercising patience with employees, and dedicated to their well-being among others. In the library context,

library management should be concerned with how to motivate library staff that could be done by introducing some motivating factors which would encourage every staff to be productive and perform better their statutory activities.

Based on the above submission, it is expected that if librarians are properly motivated they will be able to perform better which will also improve their productivity and help the library to achieved their stated goals and objectives. It is in the light of this that this study was design to investigate staff motivation as correlate of job performance of library staff in Osun State University.

1.1 Statement of the Problem

The concept of the aforementioned staff motivation and job performance is not a new phenomenon in librarianship. This is because previous researchers among others had examined the relationship between staff motivation and job performance of library staff. It has also being revealed that the job performance of professional librarians in government-owned universities in North-Central, Nigeria was on a low level.

The performance of these library staff may be connected with their poor motivation and other stress in their place of work. Furthermore, despite the fact that previous researchers had carried out studies on staff motivation and job performance of library staff, this study observed that studies have not been directed at investigating the relationships between staff motivation and job performance of library staff in Osun State University. Therefore, it is against this that this study aimed to investigate staff motivation as correlate of job performance of library staff in Osun State University.

1.3 Objectives of the Study

The general objective of this study is to investigate staff motivation as correlates of job performance of library staff in Osun State University. The study will specifically:

- i. identify factors that motivate library staff in Osun State University to perform their job;
- ii. determine the level of job performance of library staff in Osun State University;
- iii. determine the extent to which staff motivation influence the job performance of library staff in Osun State University;
- iv. identify challenges impending job performance of library staff in Osun State University.

1.4 Research Questions

In order to achieve the objectives of the study, the following research questions will be answered

- i. What are the factors that motivate library staff in Osun State University to perform their job?
- ii. What is the level of job performance of library staff in Osun State University?
- iii. To what extent staff motivation influence the job performance of library staff in Osun State University?
- iv. What are the challenges impending job performance of library staff in Osun State University?

1.5 Hypothesis

The study will test the null hypothesis at 0.05 level of significant

H₀₁ There is no significant relationship between staff motivation and job performance of library staff in Osun State University.

2.0 LITERATURE REVIEW

The importance of human resource in an organization cannot be overestimated. This is because for an organization to achieve her stated goals and objectives, they need to recognize their employee. In doing this, there are numerous strategies they use to influence the performance of their employee in the organization. Over the years, researchers from different part of the world had carried out studies to investigate the relationship between staff motivation and job performance. Among these researchers are Saka and Salman (2014) who investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Three research questions were raised. Survey research method was employed. The study covers six states, namely Benue, Kogi, Kwara, Nasarawa, Niger, Plateau States and Federal Capital Territory (FCT) Abuja. Survey method tested the relationships among variables thereby making generalizations about the library phenomenon.

The target population for the study consisted of librarians and library officers in fully-operational universities in North-Central Nigeria. The entire population of librarians and library officers were adopted. Two sets of modified instruments: Motivational Factors Job Satisfaction Questionnaire (MFJSQ) and Job Performance Questionnaire (JPQ) were used for data collection. Descriptive statistics was used to analyze the responses from the respondents. The study used descriptive statistics of mean and standard deviation was used to answer the three research questions on the levels of motivation, job satisfaction and job performance of library personnel. Findings showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel.

Also, the collaborative study of Bamigboye, Buraimo and Ajani (2008) carried out a study on job satisfaction and performance of academic librarians in Nigerian university in South-west Nigeria. One hundred and thirty (130) structured questionnaires were distributed and only one hundred and twenty (120) were completed and returned. The returned questionnaires were analyzed using chi-square and simple percentages. The studies found that majority of staff were satisfied with their work though they were not paid enough. The study also found that librarians in the selected institution were more committed to work and do their job effectively. This may be attributed to the fact that they were properly motivated and satisfied with the nature of their work. In another study carried out by Adeeko, Aboyade and Oyewole (2017) on job satisfaction and self-efficacy as determinants of job performance of library personnel in selected university libraries in South West Nigeria.

The study used descriptive survey research design and total enumeration sampling technique was used to cover 112 library personnel using structured questionnaire. The data collected were analyzed using descriptive statistics. Among the findings of the study is that, the levels of job performance of library personnel in universities in Southwest Nigeria were high. In the same vein, Yaya and Opeke (2015) examined the correlation between emotional intelligence, job satisfaction and productivity of librarians in public universities in Nigeria. The study found that job performance and productivity of the librarians in public universities were high. However, Akor's study in 2009 found that the level of job performance of staff in academic library in North Central was below the expectation. It may be as a result of poor motivation of the staff.

Based on the relationship between motivation and job performance of library staff, Mallaiah (2009) has identified a wide range of factors that influence job performance of an employee. The researcher reported that ability (self-efficacy) and motivation are the major factors that determine job performance of the staff in an organization. Furthermore, Babalola and Nwalo (2013) examined job motivation as it influenced the productivity of each librarian in colleges of education in Nigeria. The study adopted correlation research design. The study found that majority of the sampled librarians was not productive. Moreover, job motivation influenced the productivity of librarians to a significant extent with values ($r = 0.275$; $p < 0.05$). In the same vein, Yaya (2017) investigated the correlational effects of motivation, emotional intelligence and human capital development on the job satisfaction of librarians in Nigerian public universities. A correlational survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling.

The study revealed significant relationship among the combined contributions of motivation, emotional intelligence and human capital development on job satisfaction and productivity of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries was high. The study carried out by Khan, Farooq and Khan (2010) in Pakistan measured the effect of 'human resource strategies' like pay, promotion and training on job satisfaction. The study was focused on a workforce of service-based companies in Pakistan. The study concluded that pay, promotion and training had a positive and significant impact on staff. The study further reported that employees in Pakistan give more importance to pay and promotion than training. Also, Knust, Knust and UDS (2013) examined motivation and performance of librarians in public universities in Ghana. The study found that the motivational level of librarians in public universities in Ghana is high and the motivational level affects majority of librarians positively.

In the same vein, Bamgbose and Ladipo (2017) investigated the influence of motivation on employees' performance and productivity in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design with a sample of 322 library staff from four selected academic libraries. Three hundred and twenty two copies of questionnaire were administered on library staff from selected libraries out of which 266 representing 80.0% were returned with useful responses. The Motivation and Employees' Performance and Productivity (MEPP) Questionnaire was used for data collection with a coefficient correlation of 0.90. The study found that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees; and that most of the motivational parameters have influence on the performance of the library employees to a very great extent. The study also found that many staff were uncertain about the future of their career, while there was also lack of complete senior management commitment and support.

3.0 METHODOLOGY

This study adopted descriptive survey research design, and the target population of the study consists of all the library staff in Osun State University which include librarians, library officers, library assistants, library porter, registry and ICT staff in Osun State University. As at 2018/2019 academic session, the total number of library staff in Osun State University is

thirty-five (35). With this limited population, the study adopted Total Enumeration sampling technique by using the entire population of library staff as sample size.

Questionnaire was the main instrument used for data collection which was titled as “Questionnaire on Staff Motivation and Job Performance of Library Staff”. The questionnaire was divided into five sections, that is, section A to E. Section A of the questionnaire capture information on the bio-data of the respondents such as gender, age, highest educational qualification and status while section B to E was designed to capture information on the four research questions and hypothesis of the study. Four copies of the instruments were given to the research expert in the Department of Library and Information Science for content and construct validity.

Based on the correction and suggesting given by the expert, some items in the instrument were removed while some were recast. In order to test the level of reliability of the instrument, 15 copies of the instrument were trial-tested on library staff in Adeleke University, Ede, Osun State. The result of the data collected from the trial-test is 0.82 by using Cronbach Alpha method. Data was collected from the respondents by administering thirty-five (35) copies of the questionnaire to the library staff Osun State University which is personally done by the researcher with the assistance of some library staff. Out of the 35 copies administered, 34 (97%) copies were returned and completely filled. Data collected was coded and analyzed by using frequency counts, percentages and Pearson Product Moment Correlation (PPMC) with the help of Statistical Package for the Social Scientists (SPSS) version 21.0.

4.0 DATA PRESENTATION ANALYSIS

4.1 Bio-data of the Respondents

The result in Table 1 showed the bio-data of the respondents in Osun State University. The results showed that out of 34 respondents, 23 (67.6%) were male while 11 (32.4%) were female. This means that majority of the respondents were male. On the age distribution of the respondents, 13 (38.2%) respondents fall between the ages of 31-35 while 10 (29.4%) fall between the ages of 36-40.

Table 1: Bio-data of the Respondents

Gender	Frequency	Percent
Male	23	67.6
Female	11	32.4
Total	34	100.0
Age		
25-30	4	11.8
31-35	13	38.2
36-40	10	29.4
41-45	5	14.7
46 and above	2	5.9
Total	34	100.0
Status		
Professional	10	29.4
Para-professional	13	38.2
Supporting Staff	11	32.4
Total	34	100
Year of Experience		
1-5	5	14.7
6-10	15	44.1
11-15	8	23.5
16-20	6	17.6
Total	34	100
Qualification		
PhD	2	5.9
Master	5	14.7
BSc.	19	55.9
DLIS	3	8.8
School Cert	5	14.7
Total	34	100.0

Next to this are the respondents that fall between the ages of 41-45 represented by 5 (14.7%) while 4 (11.8%) fall between the ages of 25-30. This is closely followed by the respondents that fall between the ages of 46 and above represented by 2 (5.9%). This means that majority of the respondents fall between the ages of 31-35. Based on the status of the respondents, the results confirmed that 13 (38.2%) were Para-professional while 11 (32.4%) were supporting staff, and 10 (29.4%) were professional staff. In summary, it can be noted majority of the respondents were Para-professional staff.

On the years of experience of the respondents, the result showed that 15 (44.1%) had 6-10 years of experience while 8 (23.5%) had 11-15 years experience. This is followed by the respondents that had 16-20 years of experience represented by 6 (17.6%) while 5 (14.7%) had 1-5 years experience. This showed that majority of the respondents had 6-10 years of experience. Based on the academic qualification of the respondents, the results showed that 19 (55.9%) had BSc. while 5 (14.7%) had Master's degree and secondary school cert. In the same 3 (8.8%) had Diploma in Library Science while 2 (5.9%) had PhD. In summary, it can be deduced that majority of the respondents had BSc.

Table 2: Factors that Motivate Library Staff to Perform their Job in Osun State University

S/N	Motivational Factors	Yes	No
1	Appreciation	28 (82.3%)	6 (17.7%)
2	Recognition of service and award	24 (70.6%)	10 (29.4%)
3	Promotion	34 (100.0%)	-
4	Financial incentive	28 (82.3%)	6 (17.7%)
5	Benefits and allowance	33 (97.1%)	1 (2.9%)
6	Staff training and development	16 (47.0%)	18 (53.0%)
7	Good working condition	27 (79.5%)	7 (20.5%)
8	Wages and salary	100 (100.0%)	-

Results in Table 2 confirmed factors that motivate library staff to perform their job. The results showed that promotion, wages and salary, benefits and allowance, appreciation, financial incentive, good working condition, recognition of services and award are the factors that motivate library staff to perform their job.

Table 3: Level of Job Performance of Library Staff in Osun State University

S/N	Statement	VH	H	L	VL
1.	Punctuality	23 (67.6%)	11 (32.4%)	-	-
2	Level of efficiency	22 (64.7%)	8 (23.5%)	3 (8.8%)	1 (2.9%)
3	Reliability under pressure	17 (50.0%)	14 (41.2%)	3 (8.8%)	-
4	Ability to solve problem at hand with little or no stress	15 (44.1%)	14 (41.2%)	4 (11.8%)	1 (2.9%)
5	Job commitment	21 (61.8%)	13 (38.2%)	-	-
6	Ability to perform official duties with less fatigue	22 (64.7%)	10 (29.4%)	2 (5.9%)	-
7	Ability to combine professional, technical and administrative work together	11 (32.4%)	15 (44.1%)	6 (17.6%)	2 (5.9%)
8	Ability to perform library work effectively without any pressure	14 (41.2%)	19 (55.9%)	1 (2.9%)	-

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

The result in Table 3 showed the level of job performance of library staff in Osun State University. The result revealed that out of 34 respondents, 34 (100.0%) claimed that their level of punctuality at work and commitment to job is high. Also, the result showed that 30 (88.2%) stated that their level of efficiency at work is high while 4 (11.7%) stated that their level of efficiency at work is low. In the same vein, the result confirmed that 26 (76.5%) affirmed that their ability to combine professional, technical and administrative work together is high while 8 (23.5%) affirmed that their level of effectiveness at work is low.

The result also showed that 31 (91.2%) claimed that their level of reliability under pressure while performing their duties is high while 3 (8.8%) claimed that their own is low. Furthermore, the result revealed that 29 (85.3%) stated that their ability to solve problem at hand is high while 5 (14.7%) stated that their ability to do this is low. In addition, the result

showed that 32 (93.1%) ascertained that their ability to perform official duties with less fatigue is high while 2 (5.9%) ascertained that their ability to do this is low. Furthermore, the result confirmed that 33 (97.1%) affirmed that their ability to perform library work effectively without any pressure is high while 1 (2.9%) affirmed that their ability to do this is low. In summary, it can be deduced that the level of job performance of the respondents is high.

Table 4: Extent to which Staff Motivation influence Job Performance of Library Staff

S/N	Motivational Factors	VGE	GE	SE	LE
1	Appreciation	10 (29.4%)	11 (32.4%)	9 (26.5%)	4 (11.8%)
2	Recognition of service and reward	2 (5.9%)	7 (20.6%)	15 (44.1%)	10 (29.4%)
3	Promotion	19 (55.9%)	15 (44.1%)	-	-
4	Financial incentive	16 (47.1%)	9 (26.5%)	6 (17.6%)	3 (8.8%)
5	Benefits and allowance	14 (41.2%)	13 (38.2%)	3 (8.8%)	4 (11.8%)
6	Staff training and development	15 (44.1%)	8 (23.5%)	9 (26.5%)	2 (5.9%)
7	Good working condition	18 (52.9%)	9 (26.5%)	4 (11.8%)	3 (8.8%)
8	Wages and salary	23 (67.6%)	10 (29.4%)	1 (2.9%)	-

Note: VGE+GE= Great Extent While SE+LE= Some Extent

The results in Table 4 showed that most of the motivational factors had influence on the job performance of the library staff in Osun State University. From the results, majority of the respondents 34 (100.0%) claimed that promotion greatly influence their job performance while 33 (97.0%) affirmed that wages and salary influence their job performance at great extent. In the same vein, 27 (79.5%) ascertained that good working condition, benefit and allowance had also influence their job performance greatly.

Also, 25 (73.6%) agreed that financial incentive influence their job performance at great extent. Furthermore, 23 (67.6%) stated that staff training and development influenced their job performance at great extent while 21 (61.8%) claimed that appreciation also influenced their performance greatly. However, 9 (26.5%) which formed the least of the respondents affirmed that recognition of service and award influence their job performance to some extent.

Table 5: Challenge Impending Job Performance of Library Staff

S/N	Statements	SA	A	D	SD
1	Reluctance by the management to train staff	2 (5.9%)	9 (26.5%)	16 (47.1%)	7 (20.6%)
2	Inadequate infrastructural facilities	17 (50.0%)	9 (26.5%)	6 (17.6%)	2 (5.9%)
3	Lack of complete senior management support	3 (8.8%)	3 (8.8%)	11 (32.4%)	17 (50.0%)
4	Poor organizational climate in the library	13 (38.2%)	11 (32.4%)	8 (23.5%)	2 (5.9%)
5	Inadequate funding to support career development	22 (64.7%)	11 (32.4%)	1 (2.9%)	-
6	Lack of technological knowhow or skills	18 (52.9%)	9 (26.5%)	4 (11.8%)	3 (8.8%)

Note: SA+A= Agreed While D+SD=Disagreed

The results in Table 5 identified challenges impeding job performance of library staff in Osun State University. The result showed that out of 34 respondents, 33 (97.1%) agreed that inadequate funding to support career development programme is one of the challenges impending their job performance while 1 (2.9%) disagreed with this statement. In the same vein, the result showed that 27 (79.5%) agreed that lack of technological knowhow or skills is another challenge impending their job performance while 7 (20.6%) disagreed with this statement.

Also, the result confirmed that 26 (76.5%) agreed that inadequate infrastructural facilities impending their job performance while 8 (13.5%) disagreed with this statement. Lastly, the result revealed that 24 (70.6%) agreed that poor organizational climate in the library impending their job performance while 10 (29.4%) disagreed with this statement.

H₀₁ There is no significant relationship between staff motivation and job performance of library staff in Osun State University.

Table6: Relationship between Staff Motivation and Job Performance

Variables	Mean	SD	N	DF	R-cal	P-value	Remark
Staff motivation	10.23	2.913	34	33	.461	.000**	Sig.
Job Performance	8.79	2.346					
Variables	Mean	SD	N	DF	R-cal	P-value	Remark
Staff motivation	10.23	2.913	34	33	.461	.000**	Sig.
Job Performance	8.79	2.346					

Source: Field Survey (2019) ** Correlation is significant at the 0.01 level (2-tailed)

Table 6 gives the summary of the test of the hypothesis which confirmed that there is a significant relationship between staff motivation and job performance of the library staff in Osun state University. This is revealed in the above table above where the correlation coefficient (r) is .461; df= 33 and p-value = 0.000 which is less than the level of significant 0.05. This means that there is a significant relationship between staff motivation and job

performance of library staff. Thus, the null hypothesis is rejected, and the study in turn established that the performance of library staff has to do with high level of motivation.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Interpretation of Findings

The purpose of this study is to examine influence of staff motivation on the job performance of library staff in Osun State University. The first finding of this study showed that promotion, wages and salary, benefits and allowance, appreciation, financial incentive, good working condition, recognition of services and award are the factors that motivate library staff to perform their job. The importance of these factors cannot be overestimated if the organization wants to achieve their goals and objectives. Many organizations use different motivation factors to boost the morale of their employees for the best performance. This finding is in agreement with the work of Bamgbose and Ladipo (2017) who reported that different motivation parameters had been used by the library managers to motivate staff for optimum performance. In support of this statement, Tella, Ayeni and Popoola's (2007) submitted that if library personnel were given work environment and incentive, they will have the same perceived work motivation.

In the same vein, the study found that the level of job performance of the respondent is high. The reason for the high performance of the respondents may be subjected to the different motivation parameters that were used by the library management to motivate them to perform their job. This finding is in tandem with the findings of Saka and Salman who found that the performance of library personnel in universities in North-central, Nigeria is high. This finding is encouraging as it will help the university library to easily achieve their goals and objective. However, this finding contradicts the work of Akor (2009) who found that the job performance of professional librarians in government-owned universities in North-Central, Nigeria was on a low level. The reason for the low performance of the staff may be connected to the poor motivation of the staff to perform their job.

Interestingly, the study examined the extent to which staff motivation influence job performance of library staff, and the study found that promotion, wages and salary, good working condition, benefit and allowance, staff training and development and appreciation influence the performance of the library staff to a great extent while recognition of service and award influence the performance of staff to some extent. This finding corroborates the work of Bamgbose and Ladipo (2017) who found that motivational parameters identified in their study have influence on the performance of the library employees to a very great extent. This finding therefore accentuates the significance and relevance of motivation in any organisation. Since this motivation comes in different forms, there is will encourage the employees to put in their best in performing their job which will in turn increase the effectiveness of the staff and efficiency of the service rendered.

Despite the fact that staff motivation had great influence on the job performance of the respondents, however, the study found that there are some challenges that are impending the performance of their job performance which include inadequate infrastructural facilities, poor organizational climate in the library, inadequate funding to support career development programme, and lack of technological knowhow or skills. The finding supported many other previous studies such as Bamgbose and Ladipo in addition to Allner (2008) who found that poor organizational climate, lack of technological knowhow or skills serve as barrier to the motivation and job performance of the staff.

In the light of this, it is pertinent for the library management to address these challenges for optimum performance of staff. Lastly, the study discovered that there is a significant relationship between staff motivation and job performance of library staff in Osun State University. This finding corroborates the work of Yaya (2017) as well as Babalola and Nwalo (2013) who found that there is a relationship between job motivation and performance of librarian in universities. As a result of this finding, want the best result from their personnel they need to be properly motivated as this will enable the library to easily achieve their stated goals and objectives.

5.2. Conclusions

Staff motivation plays important roles in the success and achievement of the organization and the job performance of the personnel. This is because motivational parameters such as promotion, wages and salary, benefits and allowance, appreciation, financial incentive, good working condition, recognition of services and award, if they are properly used by the organizational can have great impact on the performance of the staff. This implies that if the employees were properly motivated in their place of work, they will be more effective and deliver best results to the organization. Consequently, it should be noted, it is not only financial incentive that could be used to motivate the personnel but other motivational parameters could also be used or applied in the library to boost the morale of the staff to perform better and deliver their services effectively to both the library and users.

5.3. Recommendation

To this end, the study renders the following recommendations:

Library staff should be well motivated with the use of motivational parameters so as to boost their morale for the efficiency and effectiveness of their job. The level of job performance of the library staff could be improved upon through the encouragement and provision of adequate facilities that could assist them in performing their job.

The funding and the budget of the library should be increased which will help the library to have enough funds to finance career development programme of the staff and to acquire necessary facilities needed in the library. Library management should organized ICT seminars for the library staff which will help them to acquire ICT skills and they will be able to operate ICT facilities in the library effectively.

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