
**The Influence of Motivation on Performance of Para-professional Staff in Two Selected
Academic Libraries in Kwara State, Nigeria**

Mahammuod, Sulyman Olaitan
Department of Library and Information Science,
Federal Polytechnic, Offa
mahammuod@gmail.com
08168826973

Adebayo, Odunola Adefunke
Odun4christ@yahoo.com

James, Bukola Olutola
Kwara State University, Ilorin.
bukolajames2017@gmail.com
07087380098

&

Adeniran Rasheedat Toyin
kristoyin@gmail.com

ABSTRACT

This study investigated the influence of effective motivation on the performance of para-professionals staff in the academic library of federal polytechnic Offa and the University of Ilorin, Nigeria. A descriptive research design was adopted for the study and the population comprised of all para-professional staff within the two selected academic libraries. The total sampling technique was adopted for the study with a questionnaire as the data collection instrument. The findings of the study were analyzed using percentages and simple frequency tables. Some of the findings revealed that sufficient power supply, enough workspace appropriate temperature, secured workplace, job security, Constant stable wages, and teamwork, among others, are necessary to influence the performance of Para-professionals staff in an academic library to perform excellently in their daily routines. Among the problems faced by para-professional staff in academic libraries is lack of job security as well as the generally poor conditions of service in the libraries. Thus, the study recommended among others, that the library management of academic libraries should extensively apply, maintain and continue to use various motivational factors that have been considered to be very effective for paraprofessional staff performance, to give in their best to the growth and development of the academic libraries aims and objectives.

Introduction

Para-professional staff is designated library position with an entry-level requirement of National Diploma (ND) and Higher National Diploma in library and information science, their job responsibilities include barcode, reading of book spines, word processing as well as assisting

professional staff in the discharge of their duties and are also Chief agent in users service delivery (Amune, 2014). Consequently, their motivation is crucial in determining the quality of this interface, as an establishment for further development of quality service. Solomon (2015) affirms that motivation as a concept is concerned with the aspect of human life that energizes propels and stimulates human beings to change behavior for the attainment of an organization's objectives thereby achieving higher productivity. It is therefore important that library management motivates their Para-professional workforce for them to continually bring energy passion and a positive attitude to work every day (Ntu, Adu, & Eyang, 2014).

Thus, the goal of motivation is to improve the satisfaction and proficiency of those who work and lack this, affect job performance as, Saka (2013) posit that job performance in a library is not geared towards meeting user's information needs but also serve as criteria for the promotion. In a situation where poor performance is noticed from employees or an employee's performance is below expectation, it would be assumed that the management is unable to recruit qualified staff, provide working materials, and above all handle staff welfare property, etc., (Saka & Salmon 2014). Yusuf, Aduku, and Ismail (2015) observed that para-professional staff in academic libraries in most developing countries experience a very low turnover due to lack of job security as well as the generally poor conditions of service in the libraries, Yusuf et al. (2015) added that, it is important for academic libraries to consider how to motivate this vulnerable group in accomplishing both the goal of the Libraries, the basic needs as well as to gear them towards bringing energy passion and positive attitudes to work every day.

There is a general notion that if only management can identify other things that can motivate the workforce apart from money perhaps there will be a dramatic reduction in the demand by workers for a pay rise because money only plays the role of the common denominator of all things. On the other hand, when the motivation of employees declines they tend to show aggression, apathy, and hostility as well as perform below expectation, thus undermining efficiency, productivity, and sustainability. Motivation is dynamic, it is essential to motivate and to be motivated (Saka & Salmon 2014). Thus, this research thinks that library management needs to recognize the different motivators that are appropriate to influence the performance of para-professional staff at different levels, to enable a spirit of cooperation and a sense of commitment towards improving the library's quality services. It is on this background that this study seeks to examine the influence of effective motivation on the performance of para-professional staff in academic libraries of federal polytechnic offa and the University of Ilorin, Nigeria

The objective of the Study

The general objective of this study is to examine the influence of effective motivation on the performance of para-professional staff in academic libraries of Federal Polytechnic Offa and the University of Ilorin, Nigeria. The specific objectives are sub stated using Maslow's theory which is to:

4. Find out the physiological needs that motivate Para-professional staff performance in Federal Polytechnic Offa and University of Ilorin Libraries.
5. Investigate the safety and security needs that motivate Para-professional staff performance in Federal Polytechnic Offa and University of Ilorin Libraries.

6. Find out the social affiliation/ needs of Para-professional staff in Federal Polytechnic Offa and University of Ilorin Libraries.

Research Questions

The study answered the following research questions:

1. What are the physiological needs that motivate Para-professional staff performance in Federal Polytechnic Offa and the University of Ilorin Libraries?
2. What are the safety and security needs that motivate Para-professional Staff performance in Federal Polytechnic Offa and the University of Ilorin Libraries?
3. What are the social affiliation/needs of Para-professional staff in Federal Polytechnic Offa and the University of Ilorin Libraries?

Literature review

Physiological Need

Physiological Needs are needs required to sustain life such as air, water, food, and sleep, Maslow (1954) argued that these needs are the most dominant needs which the person will try to satisfy first. Amune(2015) asserts that motivation is the creation of enough workspace that encourages workers to perform a certain activity or task at their free will, to reach the goals of the organization to simultaneously satisfy their own physiological needs. They include providing ample breaks for lunching a devised salary scheme that would enable the Para-professional library staff to buy life's essentials. There should be enough workspace, ergonomically – designed workstation, appropriate temperature, convenient and reasonable food services facilities (Safdar, Batool, & Mahmood, 2021).

According to Maslow (1954), an organisation must provide employees with a salary that enables them to afford adequate living conditions. Memon, Soomro, Shar, & Maitlo, (2021) stated that every employee desires to receive a realistic salary and pay, while employers crave their employees to feel that is what they are getting. However, this desire due to some circumstances may be a result of the greed of the employer. Poor economy, both locally and internationally, may also affect employee motivation.

Larbi (2015) observes that cash is the central incentive and that no other motivational technique comes even close to it in terms of its value and the words of Muogbo (2013), money has the “supremacy to magnetize, maintain and motivate individuals towards higher performance”. However, a study by Whitley (2002) in Great Britain demonstrates that pay does not support efficiency in the long term and cash does not enhance performance altogether. Since money is tangible, Häsänen (2010) found that tangible or concrete rewards influence goal commitment. The question then is do employers focus on money? Matui (2017) “focusing only on this aspect might affect employees’ attitude, as they might pursue only financial gains”

Safety and Security: Once physiological needs are met, one’s attention turns to safety and security to be free from the threat of physical and emotional harm, Maslow (1954) argued that when the individual feels the need for security, he/she become a safety-seeker and tries to satisfy

it. Therefore, Para-professional library staff cannot reach maximum effectiveness and efficiency when they feel the need to constantly check their backs and scan their surrounding for fear of potential threats, Physical threats in the work environment can be alleviated by security guards, cameras, responsive management personnel.

Managers have to provide the Para-professional library staff relative job security, retirement benefits, a safe workplace, stable wages and salaries, Health insurance, and the likes. There is also a need to provide Paraprofessionals with safe working equipment e.g. fire protection etc. The rationale is that employees working in an environment free of harm do their jobs without fear. Technological advancement and competition among businesses in the year 2000 to date have changed the needs of employees and created a paradigm shift in employee motivation Safiullah (2015). For instance, a study by (Larbi, 2015) to determine the ranking factors that affect working staff motivation found that “job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works following employee’s skills and work rotation” were the order that motivated employees.

The most persuasive structured motivators and incentives located at the societal level are job security (Ali & Anwar, 2021). As job security is significantly related to employee commitment and performance. Okoye, Mbagwu, Moneke, and Abanum, (2018)) emphasized that Job security is not so easily fulfilled but may have a greater and more intense impact on the way an employee works. He further enunciated the need for job security as follows- is protected against loss of income or economic disaster, having protection against illness and disability, being protected against physical harm or hazardous conditions, and avoiding tasks or decisions with a risk of failure and blame. Other safety and security need according to (Mohammed, Zainab&Nuhu 2015) salaries and wages is the dominant factor in the choice of the employer, and consideration of pay seems most powerful in building people to their present job. Therefore paraprofessional staff needs to be reassured that their jobs are secured if they perform well.

Social Needs: Once lower levels needs are met, higher-level motivators awaken. There is a need to generate a feeling of acceptance, belonging, and community by reinforcing team dynamics, planning team-based projects and social events, social activities, friendship, sense of belonging, affection. To meet these needs, organization need to emerge Para-professional library staff participation in social events such as picnics, etc. provides opportunities for them to socialize (Mohammed, Zainab & Nuhu, 2015). Socialization is one of the factors that enable the Paraprofessionals to work as a team. Davis, Plante, Grey, Kim, Freeman-Coppadge, Lefevor, &Glowiak, (2021) posits that an effective organization will ensure that there is teamwork, a sense of belonging, special affection, and commitment within the sphere of its influence.

Esteem Needs: After a person feels that he/she belongs, the urge to attain a degree of importance emerges. Esteem needs can be categorized as both external and internal motivators. Internal motivating esteem needs are those such as self-esteem, accomplishment, and self-respect. External esteem needs are those such as reputation, social status, as well as recognition which

serve as the program for keeping employees passionate, and maintaining high self-esteem is construed as the most contingent factor, Ibarra and Khan (2015). Recognising paraprofessional staff accomplishment is another way to make them satisfy their esteem needs which take the form of awards, prestige, plaques, participative management, etc.

Maslow (1954) argued that “Satisfaction of the self-esteem need leads to feelings of self-confidence, worth, strength, capability, and adequacy of being useful and necessary in the world”. It is therefore imperative for library organisation to recognize achievement, assign important projects and provide status to make employees feel valued and appreciated (Mohammed, Zainab & Nuhu 2015) through their sense of belonging, this agrees with Kolajo (2012) which stated that employees tend to prefer jobs that give them opportunities to use their skills and abilities And offer a variety of task, freedom, and feedback on how well they are doing. In Several studies carried out by (Häsänen, 2010; Mellaiah & Yadapadithaya 2009; & Devadass, 2011; Dobre, 2013) result has shown that other factors such as reward or recognition, the work itself, Job characteristics, management practices, employee characteristics, and proper leadership align together to motivate employees respectively.

In another study carried out by Nwosu, Ugwoegbu, and Okeke (2013) they established that there was a relationship between self-esteem, motivation, and task performance of professional and paraprofessional librarians in university and polytechnic libraries in Nigeria. The outcomes demonstrated that professionals had high self-esteem when contrasted with paraprofessionals' low self-esteem. Saka and Haruna (2013) examined the relationship between staff development and job performance of personnel in branch libraries of the University of Maiduguri. The study further revealed high strength of relationship among formal education, seminars/conferences, workshop attendance, and job performance with an R-value of 60%.

Self-Actualization: This refers to the summit of Maslow’s motivation theory. It is about the quest of reaching one’s full potential as a person. They are said to have frequent occurrences of peak experiences, which are energized moments of profound happiness, and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization. This entails the provision of opportunities that would allow employees to reach their full career potential such as training Paraprofessional library staff, commendation, and promoting them. Self-actualization occupies the last level at the top of the triangle.

Self-actualization is the highest need of all and is, therefore, the ultimate motivator as it helps to develop potentialities and skills to become what one believes one is capable of becoming. According to Amune (2013), employee development is an important part of management that should not be overlooked or underrated. Employee motivation and morale will increase as their opportunities for development increase Hopkins, (as cited Samuel and Kepha 2013). He added that ambitious and determined people will seek and find these opportunities for themselves, although the organizations need to clarify the scope for growth and development it can provide – if it does not, they will go away and grow elsewhere.

Furthermore, Samuel and Kepha (2013) posit, that employees at all levels of organisation recognize the importance of continually upgrading their skills and of progressively developing their careers. This is the philosophy of continuous development. Many people now regard access to training as a key element in the overall reward package. The availability of learning opportunities, the selection for training courses and programs, and emphasis placed by the organization on the acquisition of new skills as well as the enhancement of existing ones, can all act as a powerful motivators. Thus growth in the organization is often addressed through job redesign. According to zhang (2014) promotion leads to a higher salary, higher social status, better work conditions, more administrative power, more respect from colleagues and students, and other fringe benefits. This supports Lindner's (as cited in Larbi 2015), view that promotions and growth in the organisation would enhance employee motivational performance.

Mohammed et al (2011) also argue that people are the most valuable assets in the library profession. Only when there is a willingness to share their talents and creativity, which will flexibly provide needed services. In a study carried out by Amusa, Iyoro, and Ajani (2013) job performance was found to be fair with variables such as professional practice, contribution to the overall development of the library, ability to attend promptly to client's request as well as, meeting minimum requirements for promotion.

Methodology

The study adopted a descriptive survey research design. The population of the study comprised of all the 31 paraprofessionals at the University of Ilorin Library and Federal Polytechnic Library, Offa. The total enumerative technique was used to cover all the 31 para-professionals in both selected institutions for this study. A structured questionnaire was used to collect data on the Influence of Effective Motivation on the Performance of Para-Professional Staff in Academic Libraries of Federal Polytechnic Offa and University Of Ilorin, Nigeria. The questionnaire was in section, section entails demographical details of respondents, and other sections involved questions that were posed based on the research objectives of the study. To ensure the face, content, and construct validity of the instrument, three (3) research experts which are lecturers at Kwara State University, Department of Library and Information Science validated the questionnaire. Data collected were analyzed using frequency count.

Data Analysis

Demographic Variable

Table 1: Demographic Characteristics of Respondents

Demographic Information of Respondents	Frequency	Percentage (100%)
Gender of respondents		
Male	19	61.3
Female	12	38.7
Total	31	100
Age –Range		
21-30	10	32.3
31-40	12	38.7
41 and Above	9	29
Total	31	100
Highest Educational Qualification		
SSCE	0	0
ND	13	41.9
HND	16	51.6
First Degree	2	6.5
Master’s	0	0
Any other	0	0
Total	31	100
Status		
Library Attendant	2	6.5
Library Assistant	2	6.5
Assistant Library Officer	1	3.2
Library Officer	9	29
Higher Library Officer	5	16
Senior Library Officer	6	19.4
Principal Library Officer	4	12.9
Any other	2	6.5
Total	31	100

Source: Field survey, 2019.

Table 1 indicated that males are the majority of respondents with a frequency of 19(61.3) against female respondents with a frequency of 12(38.7). It also indicates that respondent between the range of (31-40) and (21-30) are the major respondent with the frequency of (38.7) and (32.3) while the age range within (41 and above) are the minority of respondent with the frequency of (29). The above table also indicates that the majority of the respondent possesses a higher national Diploma with the frequency of 16(51.6%) and a National diploma of 13 (41.9%) while only two among them possess First Degree 2(6.5%). Furthermore, the table also indicates that library officers are the major respondent with the frequency of 9(29%), and the least status respondent is Assistant Library Officer with the frequency of 1(3.2%) other status respondents with their frequencies are; Library Assistant 3(6.5%), Library Attendant 2(6.5%), Higher Library Officer 5(16%), Senior Library Officer 6(19.4%), Principal Library Officer 4(12.9%), Any other 2(6.5%).finally, paraprofessionals are the respondent with the frequency of 31(100%).

Table 2: Physiological Needs of Paraprofessional staff

Item	SA (%)	A (%)	DA (%)	SD (%)	Mean (%)
Enough workspace will help motivate the performance of staff	16(51.6)	13(41.9)	—	2(6.5)	45
Sufficient power supply will help motivate the performance of staff	20(64.5)	11(35.5)	—	—	54
Convenient and reasonable food service will help motivate the performance of staff	9(29)	12(38.71)	7(22.6)	3(9.7)	29
The appropriate temperature will help motivate the performance of staff	18(58)	10(32.3)	3(9.7)	—	45

Source: Field Survey, 2019.

Table 2 shows the statistical summary of the percentage response of the 4 variables which have been estimated to determine the physiological needs that motivate Para-professional staff performance in the libraries. The highest score of the four (4) variables namely, Sufficient power supply, enough workspace, Appropriate temperature, and Convenient and reasonable food service, is sufficient power supply as expressed by the respondents to motivate their performance [31(100%) mean 54].on the other hand, they reported that enough workspace and appropriate temperature will also help motivate their performance with percentage and the same mean score of [29(93.5%) mean 45] and [28(90.3%) mean 45]. However, the staff shows that Convenient and reasonable food service will be the least amidst the variable that will motivate them [21(67.71%) mean 29].

Physiological needs such as sufficient power supply and enough workspace help to motivate the performance of paraprofessional staff. Amune (2015) motivation is mostly seen in the creation of enough workspace which encourages workers to perform a certain activity or task of their free will, to reach the goals of the organization to simultaneously satisfy their own physiological needs. This supports Ayetola (2012) who recommends that more needs to be done to improve the conditions of service of workers. Ayub (2011) also noted that workers are motivated by a comfortable working environment with sufficient power supply as well as positive feedback and money which are capable of satisfying the basic physiological needs of staff. Therefore, Zhang (2014) asserts that Organizations expect employees to follow the rules and regulations and work according to the standards set for them while employees expect good working conditions with the appropriate temperature, fair pay, and fair treatment.

Table 3: Safety and Security Needs that Motivate Para-professional Staff

Items	SA (%)	A (%)	DA (%)	SD (%)	Mean (%)
Secured workplace will help motivate the performance of staff	23(74.2)	8(25.8)	—	—	61
Constant stable wages and salaries will help motivate the performance of staff	18(58.1)	13(41.9)	—	—	51
Job security will help motivate the performance of staff	20(64.5)	11(35.5)	—	—	54
Health insurance will help motivate the performance of staff	19(61.1)	9(29)	3(10)	—	47
Retirement benefits will help motivate the performance of staff	19(61.3)	10(32.3)	1(3.2)	1(3.2)	48

Source: Field Survey, 2019.

Table 3 shows that secured workplace is the highest factor of security needs that can motivate Paraprofessional staff [31(100%) mean 61], followed by job security [31(100%) mean 54], Constant stable wages, and salaries [31(100%) mean 51] and retirement benefits [29(93.6%) mean 48], while and the least motivator is health insurance with [28(90.1%) mean 47]. This shows that paraprofessional performance staff will be most motivated by secured workplace, job security, and Constant stable wages and salaries for effectiveness and efficiency of their work. The analysis also shows that some Paraprofessionals can also be motivated by retirement benefits while the lowest factor for the motivation of their performance is health insurance.

Providing the paraprofessional staff with job security and salaries are the most safety and security needs, for effective motivation of their performance. According to Bruce and Walto (as

cited in Kojo 2012), the most persuasive structured motivators and incentives located at the societal level is job security. Therefore paraprofessional staff needs to be reassured that their jobs are secured if they perform well.

Mohammed, Zainab, and Nuhu (2015) salaries and wages also serve as the dominant factor in the choice of the employer, and consideration of pay seems most powerful in building people to their present job. Larbi(2015) also found out that “job security, wages and appreciation based on fair performance, and, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works following employees’ skills and work rotation” motivate employees performance.

Table 4: Social Affiliation/Needs of Para-professional Staff

Items	SA (%)	A (%)	DA (%)	SD (%)	Mean (%)
Social activities will help motivate the performance of staff	3(9.7)	19(61.3)	9(29)	—	47
Team work will help motivate the performance of staff	25(80.65)	6(19.35)	—	—	69
Friendship will help motivate the performance of staff	11(35.5)	15(48.4)	5(16.1)	—	37
Special affection will help motivate the performance of staff	8(25.8)	12(38.7)	11(35.5)	—	34
Sense of belonging will help motivate the performance of staff	24(77.4)	5(16.1)	2(6.5)	—	63

Source: Field Survey, 2019.

Table 4 has 5 indicators namely Social activities, Teamwork, Friendship, Special affection, and sense of belonging. The highest score of the 5 variables is teamwork [31(100%) mean 69], while on the other hand, they reported a sense of belonging [29(93.5%) mean 63], friendship [26(83.9%) 37], social activities [22(71%) mean47] and special affection [20(64.5%) mean 34]. Socialisation is one of the factors that enable the Paraprofessionals to work as a team. Silver Thorne (as cited in Amune 2013) posits that an effective organization will ensure that there is teamwork, a sense of belonging, special affection, and commitment within the sphere of its influence. Therefore to effectively motivate the performance of paraprofessional staff using social affiliation needs, there is a need for teamwork, a sense of belonging, and friendship among staff, which agrees with Mohammed, Zainab, and Nuhu (2015).

Conclusion

The research work was conducted on the influence of effective motivation on the performance of para-professional staff in academic libraries in Nigeria. This study covers the motivation of para-professionals in Federal Polytechnic Offa and University of Ilorin Libraries. The result of the findings shows that the physiological needs that will influence the effective motivation of Paraprofessional staff performance are sufficient to power supply, enough workspace, and appropriate temperature which are the highest of the five factors. Thus the libraries should make sure to insinuate plans on this factor to motivate staff to increase productivity. The study also indicated that para-professional staff is more concerned about safety and security needs such as secured workplace, job security, and constant stable wages and salaries. Therefore more efforts should be focused on improving the safety and security needs considered by Paraprofessional staff for effective performance. A para-professional staff that cannot get sufficient wages and salaries will not have an interest in improving the quality of services rendered in the library. Therefore regardless of which theory or policy is used for human resource management, the library management should put in place policies that will take cognizance of the secured workplace, job security, sufficient wages, and salaries structure. Furthermore, the result of the findings also shows that paraprofessional staff is more motivated by teamwork and a sense of belonging of all factors under social affiliation/needs. This shows that the ability to interact with one's co-workers and work collaboratively with one's colleagues is very paramount for efficient service delivery by the paraprofessional staff.

Recommendations

The study has revealed that paraprofessional staff needs differ, as what motivates one paraprofessional staff may not motivate the other. Therefore to enhance work performance and productivity, the library management of Federal Polytechnic Offa and the University of Ilorin should extensively apply, maintain and continue to use various motivational factors that have been considered to be very effective for paraprofessional staff, to give in their best to the growth and development of their academic libraries. The study also revealed that the utmost need for self-actualization are Promotion, commendation, and increment in salary, the opportunity for further studies, and Participation in office decision-making processes. Therefore the library management of Federal Polytechnic Offa and University of Ilorin libraries should provide adequate job design, description, recognition, promotion when due, commend the staff for their excellent performance, increase salaries to meet up with the new minimum wage requirement, and allow participation in decision making/leadership training programme for paraprofessional staff of federal polytechnic Offa and University of Ilorin libraries.

REFERENCES

- Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management, 5(2), 21-30.*

- Amune, J. B. (2014). A comparative study of the determinants of job satisfaction among male and female librarians in public university libraries in Edo State of Nigeria. *International Journal of Education and Research*, 2(7), 22.
- Amune, J. B. (2013). Job motivation as a predictor of job satisfaction among professional and non-professional library staff in Ambrose Alli University, Ekpoma. *International Journal of Innovative Research and Development*, 2(5), 55.
- Anyim, C. F., Chidi, O. C. and Badejo, A. E. (2012). Motivation And Employees' Performance In The Public And Private Sectors In Nigeria. *International Journal Of Business Administration*, 3(1), 34
- Davis, E. B., Plante, T. G., Grey, M. J., Kim, C. L., Freeman-Coppadge, D., Lefevor, G. T., and Glowiak, K. J. (2021). The role of civility and cultural humility in navigating controversial areas in psychology. *Spirituality in Clinical Practice*, 8(2), 79
- Dobre, M. T. (2013). A study of motivation, job performance and job satisfaction among staff of the National Library of Nigeria. (Unpublished MLS Thesis), Ahmadu Bello University, Zaria, Nigeria.
- Houran, J. (2010). Money and Employee Motivation. [https://: www.2020skills.com](https://www.2020skills.com)
- Katamba A. S. and Ibrahim H. (2013). Relationship Between Staff Development and Job Performance among Personnel in Branch Libraries, University Of Maiduguri Nigeria. *Mediterranean Journal Of Social Sciences*, 4(5), 20-31.
- Kojo, A. K. (2012). Effect of Perceived Work Environment on Employees' Job Behaviour and Organizational Effectiveness. *Journal of the Indian Academy of Applied Psychology* .34 (1), 47-55.
- Larbi-Opoku L. (2015). A Thesis on Motivation of Paraprofessionals in University Libraries in Ghana: The Case of Valley View University and University Of Professional Studies, Accra. Pp1-161
- Maslow, A. H. (1954). *Motivation and Personality: The Instinctoid Nature of Basic Needs*. Harper and Row, Publishers.
- Matui, J. K. (2017). Employee Productivity On Organizational Performance In The Kenyan Banking Sector: A Case Of Kenya Commercial Bank
- Memon, M. S., Soomro, M. A., Shar, A. A., & Maitlo, A. (2021). Determinants Analysis Of Motivation, Influencing Employee Performance In Public Sector Organizations: Evidence From Pakistan. *International Journal of Management (IJM)*, 12(4), 25-35.
- Mohammed Kida, Zainab Mahmud and Nuhu S. (2015). financial and Non –financial incentive as tools for motivating employees of libraries in tertiary institution of Bornu, state Nigeria. Pp. 1-35
- Muogbo, Chinwe and Maduekwe, E. N. (2000). Staff development to meet the challenges of academic status for librarians working in Nigerian universities. *Library Bulletin: Journal of the Nigerian University Library System*, 5(1&2), 57 – 60.
- Ntu, A. I., Adu, A. V. and Eyong I. U. (2014). Motivation as Correlates of Work Attitude of Library Staff in Tertiary Institutions Libraries in Cross River State, Nigeria. *Journal of Library and Information Sciences*, 55-65.
- Nwosu Judge, Ugwoegbu, T. A. and Okeke, J.E. (2013). Relationship of core self-evaluations traits - self-esteem, generalized self-efficacy, locus of control, and emotional stability - with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86(80), 35-40.

- Okoye, I. B., Mbagwu, F. C., Moneke, P., & Abanum, R. (2018). Indices of working condition as determinant of job performance of librarians in academic libraries in South-East, Nigeria. *International Journal of Library and Information Science*, 10(5), 45-53.
- Saka, K. A. (2013). Relationship Between Staff Development and Job Performance among Personnel in Branch Libraries, University Of Maiduguri, Nigeria. *Mediterranean Journal Of Social Sciences*, 4(5), 45-55.
- Saka, K.A. & Salmon O.C. (2014). Staff development as a Motivating factor in job performance of staff in selected branch Libraries of Ramat Library, University of Maiduguri. *Journal of Information Resource management: Journal of Niger State Chapter of Nigerian Library Association*, 1(1), 34-42
- Safiullah, A.B (2015) Employee Motivation and Its Most Influential Factors: A Study on the Telecommunication Industry in Bangladesh. *World Journal of Social Sciences*, 5, (1), 79 – 92.
- Safdar, Muhammad, Batool, Syeda Hina & Mahmood, K. (2021). Fostering Knowledge Sharing Behavior Among Pakistani Engineering Students: Role of Individual and Classroom Related Factors. *Libri*, . 000010151520200153. <https://doi.org/10.1515/libri-2020-0153>
- Samuel T. and Kepha.L. (2013). Motivation and Productivity in the Library. *Library Philosophy and Practice (E-Journal)*. Pp. 1-6
- Solomon, Y. (2021). *The effect of organizational motivation on employees' performance: In the case of Dashen Bank Head Office, Addis Ababa* (Doctoral dissertation, ST. MARY'S UNIVERSITY).
- Yusuf, S. K., Aduku, B.S. & Suleiman, I. (2015). Motivation And Performance Of Para-Professional Staff In Tertiary Institution Libraries In Kaduna State, Nigeria. *American International Journal of Research in Humanities, Arts and Social Sciences*. <https://www.iasir.net>
- Zhang, (2014). A Thesis On Factors That Motivate Academic Staff To Conduct Research And Influence Research Productivity In Chinese Project 211 Universities. P.1-238