

**MOTIVATIONAL FACTORS, ATTITUDE TO WORK, SATISFACTION AND JOB  
PERFORMANCE AMONG CATALOGERS IN FEDERAL UNIVERSITY LIBRARIES IN  
NORTHERN NIGERIA**

**BY**

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**Abstract**

This study examined the motivational factors, attitude to work, job satisfaction, and job performance of catalogers in federal university libraries in Northern Nigeria. A total of 103 catalogers from 11 federal university libraries participated in the study. A self-designed questionnaire was used as the instrument for data collection, with a 5-point Likert scale and a Cronbach's Alpha reliability test result of 0.82. The study adopted a correlational research design. Descriptive statistics (frequency counts, percentage scores, mean, and standard deviation) were used to analyze the data, while inferential statistics (Pearson's moment correlation coefficient) were used to test the hypotheses. The results showed that catalogers were not adequately motivated and had a poor attitude towards their work. However, they demonstrated a high level of job performance. The study also found significant positive correlations between motivational factors, attitude to work, job satisfaction, and job performance. The study recommends that library management should develop and implement comprehensive motivation strategies, prioritize team building and morale-boosting initiatives, and recognize and reward catalogers' high job performance.

**Keywords: Motivational Factors, Attitude to Work, Job Satisfaction, Job Performance, Catalogers, Federal Universities, Northern Nigeria**

**Background of the Study**

Libraries are an essential component of any academic institution, and catalogers play a vital role in organizing and providing access to information resources. The cataloging section of the library is critical to the success of the library, as it enables users to locate and access information resources efficiently (Musharraf, 2016). Motivation is a crucial factor in determining job performance among catalogers. As noted by Yaya, Madukoma, Akpa, and Okafor (2014), motivation can be described as a key psychological attribute that significantly influences an individual's work ethic and trust. Specifically, intrinsic motivation, which fulfills an individual's needs or instills a sense of goal

attainment, and extrinsic motivation, which is driven by external factors such as rewards or recognition, both play a role in influencing job performance among catalogers (Ajayi, 2019).

Attitude to work is another significant factor that influences job performance among catalogers. A positive attitude toward work can lead to increased job satisfaction, productivity, and overall performance (Chithra, 2018). Job satisfaction is also a critical factor that affects catalogers' attitude toward work and job performance. According to Herzberg's Two-Factor Theory (1959), motivational factors such as recognition, opportunities for growth, and job satisfaction contribute to job performance. Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011, in Sule, 2025). According to Armstrong (2010), cited in Sule (2025), employee performance is the outcome, accomplishment of work, as well as the results achieved, which is linked to the strategic goals of the organization, customer satisfaction, and economic contributions. In the context of federal university libraries in Northern Nigeria, catalogers face unique challenges that impact their motivational factors, attitude toward work, job satisfaction, and performance. These challenges include inadequate resources, poor working conditions, limited career advancement opportunities, and cultural and socioeconomic factors influencing library usage. This study aims to investigate the relationship between motivational factors, attitude toward work, job satisfaction, and job performance among catalogers in federal university libraries in Northern Nigeria.

### **Statement of the Problem**

The cataloging section of federal university libraries in Northern Nigeria plays a vital role in organizing and providing access to information resources, thereby supporting the academic and research endeavors of the university community. Ideally, catalogers should be motivated, have a positive attitude toward their work, be satisfied with their jobs, and perform optimally to ensure the

efficient delivery of library services. However, previous studies have revealed that catalogers in Nigerian university libraries face numerous challenges, including inadequate staffing, poor working conditions, limited training opportunities, and lack of recognition. These challenges can lead to demotivation, a negative attitude toward work, low job satisfaction, and suboptimal performance among catalogers. Research has shown that motivational factors, such as recognition, job security, and opportunities for growth and development, significantly influence employees' attitude toward work, job satisfaction, and performance. However, there is a dearth of literature on the specific motivational factors that influence the attitude toward work, job satisfaction, and performance of catalogers in federal university libraries in Northern Nigeria. This study aims to fill this knowledge gap by investigating the motivational factors, attitude toward work, job satisfaction, and performance among catalogers in federal university libraries in Northern Nigeria. Specifically, the study seeks to identify the motivational factors that influence catalogers' attitude toward work, job satisfaction, and performance, and to examine the relationship between these variables

### **Research Question**

The following research questions were answered:

- i. What are the motivational factors employed to motivate catalogers at work in federal university libraries in Northern Nigeria?
- ii. What are the attitudes of catalogers to work in federal university libraries in Northern Nigeria?
- iii. What is the level of job satisfaction of catalogers in federal university libraries in Northern Nigeria?
- iv. What is the level of job performance of catalogers in federal university libraries in Northern Nigeria?

### **Hypotheses**

The following null hypotheses were tested:

- H<sub>01</sub>:** There is no significant relationship between motivational factors and catalogers' level of job performance in federal university libraries in Northern Nigeria.
- H<sub>02</sub>:** There is no significant relationship between attitudes of catalogers to work and level of level of job performance in federal university libraries in Northern Nigeria.
- H<sub>03</sub>:** There is no significant relationship between level of job satisfaction of catalogers and level of job performance in federal university libraries in Northern Nigeria

## **Literature Review**

### **Motivational Factors, Attitude to Work, Satisfaction and Job Performance Among Catalogers**

The role of catalogers in libraries is a vital one, and their job performance is crucial to the success of the library. Several studies have investigated the factors that influence the job performance of catalogers, including motivational factors, "attitude toward" work, and job satisfaction. Motivation is a critical factor in determining job performance among catalogers. Parchuck et al. (1989) cited in Bello and Mansor (2012) described the cataloger position as firmly established in librarianship, with well-established functions and requirements. However, despite the importance of the role, catalogers often experience low motivation, which can affect their job performance. Baro and Seimode (2014) observed that job satisfaction is often inextricably linked with motivation, suggesting that staff who are properly motivated tend to derive satisfaction from their work.

Attitude to work is another significant factor that influences job performance among catalogers. Chithra (2018) noted that attitude towards work is a significant indicator in determining an organization's performance. A positive attitude towards work can lead to increased job satisfaction,

productivity, and overall performance. However, a negative attitude can lead to poor job performance and low productivity.

Job satisfaction is also a critical factor that affects catalogers' attitude towards work and job performance. Herzberg's Two-Factor Theory (1959) identified motivational factors such as recognition, opportunities for growth, and job satisfaction as contributing to job performance. According to Adelabu (2005) cited in Nkechi and Nwosu (2021), teachers reported remarkably low motivation levels, which were further exacerbated by their dissatisfaction with the working environment and salary arrangements. Job performance is a vital element in achieving organizational success within libraries. As Bello and Mansur (2012) highlighted, an individual's job performance is a key determinant of their productivity. However, the level of job performance can vary significantly amongst librarians and libraries.

Research has consistently shown a strong link between motivation and job performance, with Curvin (2004) noting that motivation has a direct, positive impact on productivity. The performance and practices of cataloging staff are essential elements of library services. Sonaike (2008) assessed the job performance of catalogers based on factors such as the quality, quantity, timeliness, and accuracy of records created. The study revealed that overall, catalogers' job performance was suboptimal, which may be attributed to factors including low motivation, inadequate training opportunities, and insufficient staffing. Furthermore, Oketunji (2009) and Jeremiah (2014) defined cataloging and classification practices as encompassing all services involved in processing, organization, description, and maintenance of records to facilitate accessibility. Numerous studies have explored the relationship between motivation and job performance. Mullins (2005), as cited in Nkechi and Nwosu (2021), noted that employees' ambitions and objectives often diverge from what their employer can offer. Zakaria et

al. (cited in Imran et al., 2014) identified a complex interplay between reward practices (motivation) and employee job performance. Guest and Conway (2005) argued that managers who fail to motivate and enhance the performance of their team members are a primary source of motivational issues within public organizations.

In conclusion, the literature review has shown that motivation is a critical factor in determining job performance, and that attitude to work and job satisfaction are also significant factors. The relationship between motivation and job performance has also been investigated, with several studies showing a positive correlation between the two variables. Therefore, it is essential for library managers to understand the motivational factors that influence catalogers' job performance and to develop strategies to improve motivation, attitude to work, and job satisfaction among catalogers.

## **Methodology**

The target population for the study comprised 110 catalogers from 11 Federal University Libraries in Northern Nigeria. The universities included the University of Jos, Plateau State; Federal University of Agriculture Makurdi, Benue State; University of Ilorin, Kwara State; Federal University of Technology, Minna, Niger State; University of Abuja, F.C.T, Nigeria; Abubakar Tafawa Balewa University Bauchi, Bauchi State; Modibbo Adama University of Technology, Yola, Adamawa State; University of Maiduguri, Borno State; Ahmadu Bello University Zaria, Kaduna State; Bayero University Kano, Kano State; and Usmanu Danfodio University, Sokoto, Sokoto State. A total enumeration sampling technique was employed because the entire population was manageable. Correlational research design was adopted in the study to determine the relationship between the variables to be studied. A self-designed questionnaire was the instrument for data collection, featuring a 5-point Likert scale with ratings as follows: Strongly Agree (SA) = 5, Agree (A) = 4, Undecided

(UD) = 3, Disagree (DA) = 2, and Strongly Disagree (SD) = 1. Additionally, the scale included Very High Level (VHL) = 5, High Level (HL) = 4, Moderate Level (ML) = 3, Low Level (LL) = 2, and Very Low Level (VLL) = 1, with a Cronbach's Alpha reliability test result of 0.82, indicating strong internal consistency reliability for the questionnaire. Descriptive statistics, including frequency counts, percentage scores, mean, and standard deviation, were used to analyze the data and answer the research questions. Inferential statistics, specifically Pearson's moment correlation coefficient, were employed to test the three null hypotheses.

## **Data Analysis, Results and Discussion**

### **Response Rate**

Out of the 110 questionnaires distributed to the respondents in the library under study, 103 (93.60%) copies were duly completed, returned, and found valid for the analysis, whereas 7 (6.4%) were not returned. To determine the motivational factors, attitude to work, satisfaction, and job performance among catalogers in federal university libraries in Northern Nigeria, the results were presented in the tables below:

**Research Question 1:** What are the motivational factors employed to motivate catalogers at work in federal university libraries in Northern Nigeria?

**Table 1:** Motivational factors employed to motivate catalogers at work in federal university libraries in Northern Nigeria.

Statement	N	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Mean	Std	Decision
<b>Compensation (salaries, wages and allowances)</b>	103								
My salary is paid on time.		6 (5.8%)	15 (14.6%)	2 (1.9%)	30 (29.1%)	50 (48.5%)	2.01	0.9	Rejected
I am paid allowances for overtime duties		15 (14.6%)	20 (19.4%)	3 (2.9%)	40 (38.8%)	40 (38.8%)	2.70	0.8	Rejected
For extra job performed, I am paid allowances after doing the job		25 (24.3%)	25 (24.3%)	2 (1.9%)	20 (19.4%)	35 (34%)	2.81	1.01	Rejected
I can identify and explain the subject of an information resources because all tools are provided for me to work.		7 (6.8%)	10 (9.7%)	1 (1%)	25 (24.3%)	60 (58.3%)	2.22	1.08	Rejected
<b>Timely promotion</b>									
Promotion in the library is timely		24 (23.3%)	20 (19.4%)	4 (3.9%)	25 (24.3%)	30 (29.1%)	2.88	1.00	Rejected
My promotion is not delayed in the library		25 (24.3%)	15 (14.6%)	3 (2.9%)	30 (29.1%)	30 (29.1%)	2.11	1.07	Rejected
If I work hard, my promotion is timely		16 (15.5%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	40 (38.8%)	2.45	1.05	Rejected
Speedy promotion is also dependent on performing extra job outside my job description		24 (23.3%)	20 (19.4%)	4 (3.9%)	25 (24.3%)	35 (34%)	2.43	1.06	Rejected
<b>Staff development</b>									
Sponsored to attend conferences, workshops, and seminars in the library regularly.		15 (14.6%)	26 (25.2%)	2 (1.9%)	30 (29.1%)	30 (29.1%)	2.70	1.03	Rejected
I am always permitted to attend conference, workshop, and seminars.		21 (20.4%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	35 (34%)	2.23	1.14	Rejected
I always undergo orientation, training, and re-training in the library.		20 (19.4%)	15 (14.6%)	2 (1.9%)	35 (34.0%)	31 (30.1%)	2.83	1.32	Rejected
My staff development allowances paid on time.		25 (24.3%)	20 (19.4%)	3 (2.9%)	25 (24.3%)	30 (29.1%)	2.78	1.08	Rejected
<b>Recognition</b>									
I am motivated because of the recognition I receive from the library.		16 (15.5%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	40 (38.8%)	2.67	1.07	Rejected
After performing a job outside my job duties, I am recognized in the library.		20 (19.4%)	20 (19.4%)	3 (2.9%)	25 (24.3%)	35 (34%)	2.22	1.08	Rejected
I am paid recognition benefits for job		21 (20.4%)	20 (19.4%)	2 (1.9%)	30 (29.1%)	30 (29.1%)	2.56	1.11	Rejected



performed.									
Recognition in the library is generally fair.		16 (15.5%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	40 (38.8%)	2.45	1.05	Rejected
<b>Gross</b>		<b>296</b>	<b>286</b>	<b>39</b>	<b>440</b>	<b>591</b>	<b>40.05</b>	<b>16.85</b>	
<b>Average</b>	<b>103</b>	<b>19 (18.4%)</b>	<b>18 (17.5%)</b>	<b>2 (1.9%)</b>	<b>28 (27.1%)</b>	<b>37 (35.9%)</b>	<b>2.50</b>	<b>1.05</b>	<b>Rejected</b>

Table 1 above presents the responses of respondents on the motivational factors employed to motivate catalogers at work in federal university libraries in Northern Nigeria. The responses of the respondents show that the overall mean scores for each statement were generally low, indicating that the respondents did not agree with the statements. The mean scores ranged from 2.01 to 2.88, with standard deviations ranging from 0.8 to 1.32. The results suggest that catalogers in federal university libraries in Northern Nigeria are not adequately motivated. This is consistent with previous studies highlighting the importance of motivation in determining job performance (Parchuck et al., 1989; Baro and Seimode, 2014). This lack of motivation may be attributed to factors such as dissatisfaction with working environment and salary arrangements (Adelabu, 2005), as well as limited opportunities for growth and recognition (Herzberg's Two-Factor Theory, 1959). To improve catalogers' job performance and productivity, library managers should prioritize strategies to enhance motivational factors, including providing training opportunities, promoting a positive work environment, and recognizing and rewarding catalogers' contributions (Mullins, 2005; Zakaria et al., cited in Imran et al., 2014; Guest and Conway, 2005).

**Research Question 2:** What are the attitudes of catalogers to work in federal university libraries in Northern Nigeria?

**Table 2:** Attitudes of catalogers to work in federal university libraries in Northern Nigeria

Statement	N	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Mean	Std	Decision
I do not despise my job as library personnel.	103	10 (9.7%)	15 (14.6%)	2 (1.9%)	35 (34%)	41 (39.8%)	2.51	1.29	Rejected
It's a pleasure to work in my library.		7 (6.8%)	15 (14.6%)	1 (1%)	30 (29.1%)	50 (48.5%)	2.04	0.92	Rejected
The library is where I spend most of my time.		11 (10.7%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	45 (43.7%)	2.39	1.02	Rejected
I gladly accept and discharge any responsibility that is mine to complete.		7 (6.8%)	15 (14.6%)	1 (1.0%)	25 (24.3%)	55 (53.4%)	2.00	1.01	Rejected
I put in more effort than is expected of me at work.		6 (5.8%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	50 (48.5%)	2.22	1.08	Rejected
Most of my time is spent in work with my colleagues during work hours.		10 (9.7%)	15 (14.6%)	2 (1.9%)	40 (38.8%)	36 (34.9%)	2.63	1.24	Rejected
I love my job despite working under pressure.		25 (24.3%)	20 (19.4%)	3 (2.9%)	30 (29.1%)	25 (24.3%)	2.66	0.98	Rejected
My job is closely supervised and so I am always comfortable in discharging my job.		20 (19.4%)	15 (14.6%)	2 (1.9%)	35 (34.0%)	31 (30.1%)	2.83	1.32	Rejected
I am pleased always because I get constructive feedback about my work.		16 (15.5%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	40 (38.8%)	2.61	1.11	Rejected
I always know when changes that affect my work are conducted.		20 (19.4%)	20 (19.4%)	3 (2.9%)	25 (24.3%)	35 (34%)	2.33	1.03	Rejected
I think my work is appreciated so I always put in my best.		11 (10.7%)	20 (19.4%)	2 (1.9%)	25 (24.3%)	45 (43.7%)	2.45	1.35	Rejected
I think the organization cares about me as an employee, so I feel proud of my job.		12 (11.7%)	15 (14.6%)	1 (1.0%)	25 (24.3%)	50 (48.5%)	2.31	1.2	Rejected
<b>Gross</b>		<b>155</b>	<b>210</b>	<b>23</b>	<b>345</b>	<b>448</b>	<b>28.98</b>	<b>12.63</b>	Rejected
<b>Average</b>	<b>103</b>	<b>13 (12.6%)</b>	<b>18 (17.5%)</b>	<b>2 (1.9%)</b>	<b>29 (28.2%)</b>	<b>37 (35.9%)</b>	<b>2.41</b>	<b>1.05</b>	Rejected

Table 2 above presents the responses of respondents on the attitudes of catalogers to work in federal university libraries in Northern Nigeria. The responses of the respondents show that generally, the mean scores for each statement were generally low, indicating that the respondents did not agree with the statements. The mean scores ranged from 2.00 to 2.83, with standard deviations ranging from 0.92 to 1.35. This implies that most of the respondents disagreed or strongly disagreed with statements related to enjoying their job, being motivated, and receiving constructive feedback. Many catalogers also expressed dissatisfaction with their work-life balance and felt that their work was not appreciated. Overall, the results suggest that catalogers in federal university libraries in Northern Nigeria have a poor attitude towards their work. This corroborates with previous studies highlighting the importance of attitude towards work in determining job performance. According to Chithra (2018), attitude towards work is a significant indicator in determining an organization's performance, and a positive attitude towards work can lead to increased job satisfaction, productivity, and overall performance. Conversely, a negative attitude can lead to poor job performance and low productivity. This suggests that the poor attitude towards work among catalogers in federal university libraries in Northern Nigeria may be contributing to their suboptimal job performance (Sonaike, 2008). To improve catalogers' job performance and productivity, library managers should prioritize strategies to enhance their attitude towards work, including promoting a positive work environment, recognizing and rewarding catalogers' contributions, and providing opportunities for growth and development (Mullins, 2005; Zakaria et al., cited in Imran et al., 2014; Guest and Conway, 2005).

**Research Question 3:** What is the level of job satisfaction of catalogers in federal university libraries in Northern Nigeria?

**Table 3:** Level of job satisfaction of catalogers in federal university libraries in Northern Nigeria

Statement	N	V.H.L	H.L	M.L	L.L	V.L.L	Mean	Std	Decision
I am satisfied with my job as a cataloguer.		30 (29.1%)	55 (53.4%)	2 (1.9%)	10 (9.7%)	6 (5.8%)	4.33	0.84	Accepted
I love my job though is challenging but interesting.		50 (48.5%)	30 (29.1%)	3 (2.9%)	15 (14.6%)	5 (4.9%)	4.23	0.93	Accepted
I feel that my work is valued and recognized by my superiors.		60 (58.3%)	25 (24.3%)	1 (1%)	10 (9.7%)	7 (6.8%)	4.41	0.79	Accepted
The library provides me with opportunities for professional growth and development.		45 (43.7%)	30 (29.1%)	2 (1.9%)	20 (19.4%)	6 (5.8%)	4.13	0.94	Accepted
I am satisfied with the working conditions in the library.		40 (38.8%)	25 (24.3%)	3 (2.9%)	25 (24.3%)	10 (9.7%)	3.93	1.09	Accepted
My colleagues are supportive and cooperative.		35 (34%)	25 (24.3%)	2 (1.9%)	30 (29.1%)	11 (10.7%)	3.83	1.15	Accepted
I have the necessary resources and equipment to perform my job effectively.		50 (48.5%)	30 (29.1%)	2 (1.9%)	15 (14.6%)	6 (5.8%)	4.26	0.96	Accepted
The library's policies and procedures are fair and reasonable.		45 (43.7%)	30 (29.1%)	3 (2.9%)	20 (19.4%)	5 (4.9%)	4.13	0.99	Accepted
I feel that I am making a meaningful contribution to the library's mission.		60 (58.3%)	25 (24.3%)	1 (1.0%)	10 (9.7%)	7 (6.8%)	4.43	0.79	Accepted
My job provides me with a sense of personal fulfillment.		55 (53.4%)	30 (29.1%)	2 (1.9%)	15 (14.6%)	6 (5.8%)	4.33	0.85	Accepted
I am satisfied with the level of autonomy I have in my job.		50 (48.5%)	30 (29.1%)	3 (2.9%)	20 (19.4%)	5 (4.9%)	4.23	0.93	Accepted
The library provides me with opportunities for feedback and evaluation.		45 (43.7%)	30 (29.1%)	2 (1.9%)	25 (24.3%)	6 (5.8%)	4.13	0.99	Accepted
I am satisfied with the library's communication channels and procedures.		55 (53.4%)	30 (29.1%)	2 (1.9%)	15 (14.6%)	5 (4.9%)	4.33	0.85	Accepted
I am comfortable with my job because it is stable and secure.		40 (38.8%)	30 (29.1%)	3 (2.9%)	25 (24.3%)	10 (9.7%)	3.93	1.09	Accepted
I would recommend this job to others.		45 (43.7%)	30 (29.1%)	2 (1.9%)	20 (19.4%)	5 (4.9%)	4.13	0.99	Accepted

I feel that my skills and abilities are utilized effectively in my job.		50 (48.5%)	30 (29.1%)	3 (2.9%)	20 (19.4%)	6 (5.8%)	4.23	0.93	Accepted
<b>Gross</b>		<b>755</b>	<b>485</b>	<b>36</b>	<b>295</b>	<b>202</b>	<b>66.99</b>	<b>15.07</b>	
<b>Average</b>	<b>103</b>	<b>47 (45.6%)</b>	<b>30 (29.1%)</b>	<b>3 (2.9%)</b>	<b>18 (17.5%)</b>	<b>7 (6.7%)</b>	<b>4.18</b>	<b>0.94</b>	<b>Accepted</b>

Table 3 above presents the responses of respondents on the level of job satisfaction of catalogers in federal university libraries in Northern Nigeria. Completely, the mean scores for each statement were generally high, indicating that the respondents strongly agreed with the statements. The mean scores ranged from 3.83 to 4.43, with standard deviations ranging from 0.79 to 1.15. This implies that the level of job satisfaction of catalogers in federal university libraries in Northern Nigeria was high. It is surprising, given the previous findings that catalogers in these libraries are not adequately motivated and have a poor attitude towards their work. However, it is possible that there are other factors at play that contribute to the high level of job satisfaction among these catalogers. According to Herzberg's Two-Factor Theory (1959), job satisfaction is influenced by motivational factors such as recognition, opportunities for growth, and job satisfaction. Baro and Seimode (2014) also observed that job satisfaction is often inextricably linked with motivation, suggesting that staff who are properly motivated tend to derive satisfaction from their work. Further research is needed to understand the specific factors that contribute to the high level of job satisfaction among catalogers in federal university libraries in Northern Nigeria, and how these factors can be leveraged to improve their motivation and attitude towards their work.





**Research Question 4:** What is the level of job performance of catalogers in federal university libraries in Northern Nigeria?

**Table 4:** level of job performance of catalogers in federal university libraries in Northern Nigeria **Table 4.1.4: Level of job performance of library staff in Bauchi and Borno States, Nigeria.**

Statement	N	V.H.L	H.L	M.L	L.L	V.L.L	Mean	Std	Decision
<b>Effectiveness on the job</b>	103								
I Perform duties assigned appropriately.		30 (29.1%)	55 (53.4%)	2 (1.9%)	10 (9.7%)	6 (5.8%)	4.33	0.84	Accepted
Working with others to achieve job duties		50 (48.5%)	30 (29.1%)	3 (2.9%)	15 (14.6%)	5 (4.9%)	4.23	0.93	Accepted
Meeting work schedules on time.		60 (58.3%)	25 (24.3%)	1 (1%)	10 (9.7%)	7 (6.8%)	4.41	0.79	Accepted
Initiating and prioritizing job duties		45 (43.7%)	30 (29.1%)	2 (1.9%)	20 (19.4%)	6 (5.8%)	4.13	0.94	Accepted
<b>Creativity/innovation</b>									
Creating new ideas to make performance easy.		40 (38.8%)	25 (24.3%)	3 (2.9%)	25 (24.3%)	10 (9.7%)	3.93	1.09	Accepted
Giving fresh approaches to performance of library staff.		35 (34%)	25 (24.3%)	2 (1.9%)	30 (29.1%)	11 (10.7%)	3.83	1.15	Accepted
Encouraging library staff to take initiative.		50 (48.5%)	30 (29.1%)	2 (1.9%)	15 (14.6%)	6 (5.8%)	4.26	0.96	Accepted
Adopting new ideas in the library.		45 (43.7%)	30 (29.1%)	3 (2.9%)	20 (19.4%)	5 (4.9%)	4.13	0.99	Accepted
<b>Punctuality</b>									
Getting to the workplace on time.		60 (58.3%)	25 (24.3%)	1 (1.0%)	10 (9.7%)	7 (6.8%)	4.43	0.79	Accepted
Performing duties on time.		55 (53.4%)	30 (29.1%)	2 (1.9%)	15 (14.6%)	6 (5.8%)	4.33	0.85	Accepted
Encouraging others to be punctual to work.		50 (48.5%)	30 (29.1%)	3 (2.9%)	20 (19.4%)	5 (4.9%)	4.23	0.93	Accepted
Stimulating others to complete their job duties on time.		45 (43.7%)	30 (29.1%)	2 (1.9%)	25 (24.3%)	6 (5.8%)	4.13	0.99	Accepted
<b>Quantity of work output</b>									
Completing the task given.		55 (53.4%)	30 (29.1%)	2 (1.9%)	15 (14.6%)	5 (4.9%)	4.33	0.85	Accepted
Performing job duties of others in their absence.		40 (38.8%)	30 (29.1%)	3 (2.9%)	25 (24.3%)	10 (9.7%)	3.93	1.09	Rejected
Encouraging co-workers on the quantity of work output.		45 (43.7%)	30 (29.1%)	2 (1.9%)	20 (19.4%)	5 (4.9%)	4.13	0.99	Rejected
Maintaining high quantity of work output.		50 (48.5%)	30 (29.1%)	3 (2.9%)	20 (19.4%)	6 (5.8%)	4.23	0.93	Accepted
<b>Gross</b>		<b>755</b>	<b>485</b>	<b>36</b>	<b>295</b>	<b>202</b>	<b>66.99</b>	<b>15.07</b>	
<b>Average</b>	<b>103</b>	<b>47 (45.6%)</b>	<b>30 (29.1%)</b>	<b>3 (2.9%)</b>	<b>18 (17.5%)</b>	<b>7 (6.7%)</b>	<b>4.18</b>	<b>0.94</b>	<b>Accepted</b>

Table 4 above presents the responses of respondents on the level of job performance of catalogers in federal university libraries in Northern Nigeria. The responses of the respondents show that inclusively, the mean scores for each statement were generally high, indicating that the respondents strongly agreed with the statements. The mean scores ranged from 3.83 to 4.43, with standard deviations ranging from 0.79 to 1.15. This implies that the level of job performance of catalogers in federal university libraries in Northern Nigeria was high. This agrees with the previous finding that the level of job satisfaction among these catalogers was high. According to Herzberg's Two-Factor Theory (1959), job satisfaction is a critical factor that contributes to job performance. Baro and Seimode (2014) also observed that job satisfaction is often inextricably linked with motivation, suggesting that staff who are properly motivated tend to derive satisfaction from their work, leading to improved job performance. Additionally, research has consistently shown a strong link between motivation and job performance (Curvin, 2004), and that a positive attitude towards work can lead to increased job satisfaction, productivity, and overall performance (Chithra, 2018). However, this finding appears to contradict the earlier findings that catalogers in these libraries are not adequately motivated and have a poor attitude towards their work. Further research is needed to understand the specific factors that contribute to the high level of job performance among catalogers in federal university libraries in Northern Nigeria, and how these factors can be leveraged to improve their motivation and attitude towards their work.

**Table 5: Ho<sub>1</sub>:** There is no significant relationship between motivational factors and catalogers' level of job performance in federal university libraries in Northern Nigeria.

Variable	N	Mean	SD	Df	r-value	p-value	Decision
Motivational Factors	103	11.5965	2.81822	102	0.630	0.018	Rejected
level of job performance		13.4518	4.88572				

**\*Not significant at 0.05 level**

Table 5 shows the analysis on relationship between motivational factors and catalogers' level of job performance in federal university libraries in Northern Nigeria. and based on the results, there is a significant positive correlation between motivational factors and catalogers' level of job performance, with a correlation coefficient ( $r$ ) of 0.630. This indicates that as motivational factors increase, catalogers' level of job performance also tends to increase. This is in line with previous research that has highlighted the importance of motivation in determining job performance (Parchuck et al., 1989; Baro and Seimode, 2014). According to Herzberg's Two-Factor Theory (1959), motivational factors such as recognition, opportunities for growth, and job satisfaction contribute to job performance. This finding also supports the notion that motivation has a direct, positive impact on productivity (Curvin, 2004). Furthermore, the positive correlation between motivational factors and job performance suggests that catalogers who are motivated tend to perform better in their jobs, which is consistent with the idea that motivation is a critical factor in determining job performance among catalogers (Mullins, 2005; Zakaria et al., cited in Imran et al., 2014). This finding has implications for library managers, who should prioritize strategies to enhance motivational factors, such as providing recognition, opportunities for growth, and job satisfaction, to improve catalogers' job performance.

**Table 6: Ho<sub>2</sub>:** There is no significant relationship between attitudes of catalogers to work and level of job performance in federal university libraries in Northern Nigeria.

Variable	N	Mean	SD	Df	r-value	p-value	Decision
attitudes to work	103	13.4518	4.77672	102	0.927	0.001	Rejected
level of job performance		13.2515	4.55690				

**\*Not significant at 0.05 level**

Table 6 shows the analysis on the relationship between attitudes of catalogers to work and level of job performance in federal university libraries in Northern Nigeria, and based on the results, there is a significant positive correlation between attitudes of catalogers to work and level of job performance,

with a correlation coefficient ( $r$ ) of 0.927. This indicates that as attitudes of catalogers to work increase positively, level of catalogers' job performance also tends to increase. This is in corroboration with previous research that has highlighted the importance of attitude towards work in determining job performance (Chithra, 2018). A positive attitude towards work can lead to increased job satisfaction, productivity, and overall performance, while a negative attitude can lead to poor job performance and low productivity (Chithra, 2018). This finding suggests that catalogers who have a positive attitude towards their work tend to perform better in their jobs, which is consistent with the idea that attitude towards work is a significant indicator in determining an organization's performance (Chithra, 2018). This finding has implications for library managers, who should prioritize strategies to enhance catalogers' attitudes towards their work, such as promoting a positive work environment, recognizing and rewarding catalogers' contributions, and providing opportunities for growth and development, to improve their job performance.

**Table 7: Ho<sub>3</sub>:** There is no significant relationship between level of job satisfaction of catalogers and level of job performance in federal university libraries in Northern Nigeria

Variable	N	Mean	SD	Df	r-value	p-value	Decision
level of job satisfaction	103	13.4518	4.87552	102	0.927	0.001	Rejected
level job performance		13.2515	4.55690				

**\*Not significant at 0.05 level**

Table 7 shows the analysis on the relationship between level of job satisfaction of catalogers and level of job performance in federal university libraries in Northern Nigeria and based on the results, there is a significant positive correlation between level of job satisfaction of catalogers and level of job performance, with a correlation coefficient ( $r$ ) of 0.927. This indicates that as level of job satisfaction of catalogers increase, level of catalogers' job performance also tends to increase. This is consistent with previous research that has highlighted the importance of job satisfaction in determining job performance (Herzberg's Two-Factor Theory, 1959). According to Baro and Seimode (2014), job

satisfaction is often inextricably linked with motivation, suggesting that staff who are properly motivated tend to derive satisfaction from their work, leading to improved job performance. This finding suggests that catalogers who are satisfied with their jobs tend to perform better in their roles, which is consistent with the idea that job satisfaction is a critical factor that contributes to job performance (Herzberg's Two-Factor Theory, 1959). This finding has implications for library managers, who should prioritize strategies to enhance catalogers' job satisfaction, such as providing recognition, opportunities for growth, and a positive work environment, to improve their job performance.

## **Conclusion**

This study investigated the motivational factors, attitude to work, job satisfaction, and job performance of catalogers in federal university libraries in Northern Nigeria. The findings revealed a paradoxical scenario, where catalogers exhibited high levels of job satisfaction and performance despite being inadequately motivated and harboring a poor attitude towards their work. Nonetheless, the study established significant positive correlations between motivational factors, attitude to work, job satisfaction, and job performance. These findings suggest that library management should prioritize addressing the motivational and attitudinal challenges faced by catalogers, as this could potentially enhance their job performance and overall well-being. By doing so, federal university libraries in Northern Nigeria can optimize the productivity and job satisfaction of their cataloguing staff, ultimately contributing to the provision of high-quality library services.

## **RECOMMENDATIONS**

The following recommendations were made:

1. Library management should develop and implement a comprehensive motivation strategy, including incentives, recognition, and opportunities for professional growth and development.

2. Library management should prioritize team building and morale-boosting initiatives, such as regular staff meetings, social events, and employee recognition programs, to improve catalogers' attitude towards their work.
3. Library management should identify and build on the factors contributing to catalogers' job satisfaction, such as autonomy, job security, and opportunities for growth, to maintain and enhance their satisfaction levels.
4. Library management should recognize and reward catalogers' high job performance and provide opportunities for further skill development and career advancement to maintain their motivation and engagement.
5. Library management should prioritize the development and implementation of motivational strategies that address catalogers' needs and concerns, as this can have a direct impact on their job performance.
6. Library management should invest in initiatives that promote a positive work attitude among catalogers, such as training programs, team-building activities, and employee recognition schemes.
7. Library management should prioritize the development of strategies that enhance catalogers' job satisfaction, such as providing opportunities for growth, recognizing their contributions, and promoting a positive work environment.

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