

INFLUENCE OF PERSONAL VARIABLES ON LIBRARY STAFF MOTIVATION AND JOB PERFORMANCE IN UNIVERSITY LIBRARIES IN KWARA STATE

By

JAMIU WANKASI ABDULRAHEEM

DR. IBRAHIM AHMED KAREEM

And

DR. TITILOLA AMINAT BAYERO ABDUSSALAM

Abstract

The study examined the influence of personal variables on library staff motivation and job performance in university libraries in Kwara State. The study employed descriptive survey research. The population of the study consisted of all tertiary institution library staff in Kwara state. A sample of 144 respondents (36 professional librarians, 45 library officers and 63 library assistants) was purposively drawn from three universities (federal, state and private) in Kwara State. Three research questions and two hypotheses guided the study. Questionnaire was used as the instrument for data collection. Three experts validated the instrument. The data collected was analysed using mean and standard deviation for research question one, two and three, t-test was used to test hypotheses one while hypothesis two was tested with ANOVA. The finding of the study showed that library staffs were motivated towards their job performance in university library in Kwara State, there was no significant difference between male and female of personal variable on library staff motivation and job performance in university libraries. There was significant difference existed among library staff cadre of personal variables on library staff motivation and job performance in university libraries. The study recommended among other that management of university libraries in Kwara State should endeavour to motivate their staff intrinsically and extrinsically by promoting staff as at when due and payment of allowance.

Keywords: Job performance, library staff, motivation, university library

Introduction

Library staff means salaried employees or volunteers whose time is regularly dedicated to delivery of library services. Library staffs work in the library (Law, 2024). The public library human resources comprised library personnel led by directors, as the primary channel through which the public library's diverse resources and services reach users. Librarians in Nigerian public libraries perform various functions, including managing activities in the ministry's libraries and information centres, integrating professional and administrative activities associated with library services, and selecting, assessing, acquiring and arranging library resources.

Ndulaka (2018) stated that there are two types of staff at the library: non-professional and professional. Librarians who are university degree holders make up the professional staff of a library. In contrast, non-professional staff members include library officers, library assistants and support staff, including porters, word processors, IT-specialists, security guards, maintenance personnel and message-bearers. In order to guarantee that the library provides the services, the parent institution requires professional and non-professional staffers. Mohammed et al. (2017) emphasised that no matter the size of an organisation or the breadth and depth of the information resources if the personnel is not adequately motivated, trained and equipped, the management of a library will not be able to achieve its goals.

Griffin (2019) and Shahzad and Khan (2022) opined that motivation plays a crucial role in the job satisfaction and job performance of library staff. Understanding the factors that drive motivation can help in designing strategies to enhance the performance and retention of library professionals. The job performance of library staffs is influenced by several motivational factors such as IT advancements, active leadership, library associations, personal interest and institutional support. Satisfaction, facilities, rewards, work atmosphere and autonomy are also significant motivators that encourage librarians to enhance their job performance, expertise and implement innovative services. Job performance is an act of accomplishing or executing tasks by librarians in libraries. The effectiveness of academic libraries relies heavily on the competence of its work force, particularly female librarians who dominated the profession. Library staffs' poor job performance is concerned with librarians' inability to properly exhibit the right attitude to work, to be committed and dedicated to job, making deliberate and constant efforts towards attainment of educational goals and objectives. Library staffs' poor job performance may be

described as librarians' inability to accomplish given tasks in the library to achieve set goals and objectives. The typical job of a librarian includes among others, managing collection development and acquisitions, classification and cataloging, circulation and providing a range of services, such as reference, information, instruction and training services.

Statement of the Problem

The achievement of the goals and objectives of the university depends to a large extent on the provision and utilisation of services provided by the University library. Hence, the university library staffs are expected to perform some statutory duties so as to achieve the goals and objectives of the university library. Frank (2022) worked on effect of ICT use on library service delivery: A comparative approach from two universities. The finding revealed that lack of trained library personnel, poor Internet connection and erratic power supply were the major challenges faced by library in the use of ICT. However, the researcher focused on the effect of ICT use on library service delivery, but did not focus on influence of personal variables on library staff motivation and job performance in university libraries.

There was poor job performance among library staff. This reflects in misconduct, absenteeism, staff turnover and negligence of duty among others which in turn metamorphose into poor library services which is the poor job performance. Srimulyo et al. (2024) stressed that high motivation of employees can bring about substantially better performance and substantial decrease in incidence of personnel-related problems such as excessive absenteeism, strikes, redundancy among several others. This implies that, low level motivation brings about low level of work performance in any organisation. However, poor performance of employees cannot generally be explained away from motivation while inadequate motivation will severely mar employee performance. Therefore, effective motivation will ensure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence, in order to make employees satisfied and committed to their jobs in academic libraries toward improved quality service. It is against this backdrop that the current study tends to influence of personal variables on library staff motivation and job performance in university libraries in Kwara State.

Research Questions

The following research questions were answered in this study:

1. What is the influence of personal variables on library staff motivation and job performance in university libraries?
2. What is the influence of gender of personal variables on library staff motivation and job performance in university libraries?
3. What is the influence of cadre of personal variables on library staff motivation and job performance in university libraries?

Research Hypotheses

The following null hypotheses were tested in the study:

H₀₁: There is no significant difference between male and female of personal variables on library staff motivation and job performance in university libraries.

H₀₂: There is no significant difference among professional library, library officers and library assistants of personal variables on library staff motivation and job performance in university libraries.

Literature Review

Motivation is critical in every sphere of life, once an individual is motivated, he is spurred to achieve a set of objectives. A highly motivated library staff, for instance, would be committed towards achieving the objectives and mission of the library which include effective and efficient delivery of services and resources to users. A library with excellent services and resources but without motivated staff cannot achieve much. Motivation is a set of states of an individual needs that require being satisfied and, therefore, pushes, incites and causes the individual to perform a series of actions in order to satisfy them. Umeozor(2018) also contended that a highly motivated library staff would be committed to achieving the objectives and mission of the library such as effective and efficient delivery of services and resources to the library users.

In another development, Akparobore and Omosekejimi (2020) viewed motivation as a rewards/incentive that drives library staff to perform efficiently to assigned duty. The direction and diligence of action of library staff are designated. Motivation is getting someone to do something because they want to do it. Organizational behaviour scholars described job motivation as what pushes employees to achieve usual goal. In other words, if the university library wants its library staff to perform excellently as information professionals in order to accomplish the university's goals and objectives, there could be a kind of job motivation that will encourage the library staff to perform in a preferred way. Motivation in the library context is the ways, plans and events that librarians use to provide the needs and conducive environment which will satisfy and enable the personnel to effectively discharge their assigned responsibilities.

Motivation is the circumstance that motivates personnel to accomplish organisational objectives. Motivation is everything a manager is aware of that influences the direction and rate at which an employee exhibits complete dedication to the company's success. Correspondingly, motivation is a crucial element that affects several educational variables such as teaching practice, contentment and well-being. Additionally, motivation is crucial in figuring out how to draw in and keep library personnel who are enthusiastic and persistent about their work. Although each library employee has a distinct personality and set of needs, administrators must inspire them to collaborate toward a common goal. Similarly, Bankole et al. (2023) viewed motivation as appreciation, promotion and financial incentives, along with job satisfaction, significantly influences job performance.

Job performance of library staff goes a long way in either making an organisation achieve success or drawbacks to its vision and mission statement. The more efficient library staff are, the more users will use the library and its resources, and this in turn could improve the quality of their learning and research output. Administrative, technical and advisory are the main categories for the work done by library staff. The management of the library consists of the organisation and supervision of the library's daily duties. Advisory duties ensure that university library users are provided with, and get in contact with needed information services available at the circulation or reference unit, while the technical services deal with the acquisition,

processing and organisation of resources for easy retrieval and access to the library users (Ukangwa, Onuoha & Otuza, 2020).

Job performance in university libraries is shaped by various factors including leadership, motivation, work environment, ICT skills, occupational stress and organisational culture. These elements collectively impact the efficiency and effectiveness of librarians in fulfilling their roles. Leadership practices significantly enhance job performance among librarians and organisational culture also plays a mediating role in this relationship, fostering an environment conducive for improved performance. This notion was also supported by Ugwu and Ejikeme (2022). A supportive work environment and fair reward systems are critical for motivating librarians as also affirmed by Vincent et al., 2020 and Ayodeji et al. (2022;). ICT Skills, proficiency in information and communication technology is crucial for librarians. However, inadequate training and lack of institutional support hinder the acquisition of these skills, affecting job performance. As such, enhanced ICT training and support are recommended to improve service delivery and efficiency (Oyovwe-Tinuoye et al., 2021; Ubogu, 2022).

Bankole et al, (2023) affirmed significant relationship between staff motivation and job performance, it therefore implies that increased staff motivation will increase job performance. In line with this finding, Gbushi and Ubagu (2020) found that motivation has a positive effect on the library personnel job performance in Benue State universities. As a result, the indices of training motivation and salary payment made a substantial disparity in library personnel job performance.

Mars (2018) also added that despite the dominance of females in the profession, there exists income inequality between male and female librarians as well as an uneven distribution of men in leadership positions compared to their female counterparts. Interestingly, despite the dominance of females in the profession, men have continued occupy disproportionately administrative positions in libraries. Nevertheless, of recent, female librarians have become more successful at achieving leadership positions in a bid to achieve gender equality (Moser, 2025). Besides, librarianship favours the "feminine" model. Another aspect of gender stereotypes in libraries, is female librarians are seen as either uptight, unattractive old-fashioned gatekeepers or the objects of sexual fantasy (Lawton, 2022). These appalling gender stereotypes can lead to

bad behaviour and low job performance. Evidently, gender stereotypes do exist in libraries not only in library management but in overall performance of library routine jobs.

Nwose et al (2020) worked on the perception of librarians on gender stereotype as a correlate of job performance of librarians in academic libraries in Delta State. The result revealed that gender stereotypes exist to a low extent in these libraries and its influences have some negative sides on the job performances of librarians. However, it was found that there is no significant correlation between gender stereotypes and the job performance of librarians. The result revealed that gender does not significantly impact leadership style or motivation in university libraries, although male leadership may have a higher influence on organisational commitment and tacit knowledge sharing, while female leadership may be associated with better work life balance and stress management.

Academic librarians typically begin their careers in entry-level positions such as reference librarians, catalogers or instructional librarians. These roles focus on providing direct services to library users and building foundational skills in librarianship. In these roles, librarians take on more specialised responsibilities and often supervise junior staff members. Senior-level positions in academic libraries include roles such as university librarians or college librarians. These positions involve strategic leadership, decision-making and advocacy for the library within the broader institution (Froelich, 2020). Nelson and Sponsler (2017) asserted that developing expertise in specialised areas such as digital librarianship, scholarly communication or information literacy can enhance job performance of academic librarians. This means that leadership and management skills, abilities effective communication and managerial competencies are crucial for progression into senior-level positions within academic libraries.

Methodology

The study employed descriptive research using survey method. The population of the study was all library staff in tertiary institutions in Kwara State. One federal university, one state university and one private university were purposively selected for the study. There were 36 professional librarians, 45 library staffers and 63 library assistants, making 144 library staffers in three universities as sample size of the study. Researcher-designed questionnaire was used as an

instrument for data collection tagged “Influence of personal variables on library staff motivation and job performance in university library in Kwara State. The instrument was made up of two sections (A and B). Section A was on demographic variables: gender and cadre of the librarians. Section B composed of 18 statements of personal variable on library staff motivation and job performance in university library. Section B was structured on 4-point Likert scale with Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The instrument was validated by three experts from Ladoke University Ogbomoso. The reliability data was subjected to Crombach Alpha and the value yielded 0.76. Mean and standard deviation were used to answer research questions one, two and three, t-test statistic analysis was used to test hypothesis one while hypothesis two was tested using one-way ANOVA. All hypotheses were tested at 0.05 significant level.

Results and Discussions

Research Question One: What is the influence of personal variables on library staff motivation and job performance in university libraries?

Table 1: The influence of personal variables on library staff motivation and job performance in university libraries

S/N	Statements	Mean	Std. D.
1	The nature of my work is interesting and challenging	2.76	1.038
2	I am praised for do a good job	2.86	.921
3	I am allowed to express my opinion on the issues concerning my roles that I played	2.89	.909
4	I am been provided with necessary facilities and equipments to carry out my duties	3.10	1.029
5	The work environment in the library is conducive	2.79	1.050
6	I feel satisfied with the job I am doing	2.50	1.122
7	I feel I am important part of this organisation (library)	2.98	.889
8	Our personal problems are been catered for.	2.14	1.035
9	My salary is regularly paid	3.29	.930
10	I am paid my allowances as at when due	1.87	.778
11	There are some fringe benefits attached to my work	2.33	1.076
12	I am been promoted as at when due.	3.31	.839

13	My job is adequately secured (job security)	2.51	1.134
14	I have been sent to several conferences, seminars and workshops	2.61	1.129
15	I have been given opportunities for higher degrees with pay.	2.44	1.145
16	I am been allowed to go on leave (sabbatical, annual, maternity etc)	2.85	1.058
17	The retirement benefits as a library personnel is good and comparable.	2.59	1.093
18	The general condition of service which library personnel work is good	2.65	1.092

Criterion mean: 2.50

Table one indicates that item 8, 10, 11 and 15 with mean value of 2.14, 1.87, 2.33 and 2.44 are below the criterion mean of 2.50. Other items 1, 2, 3, 4, 5, 6, 7, 9, 12, 13, 14, 16, 17 and 18 with the mean value of 2.76, 2.86, 2.89, 3.10, 2.79, 2.50, 2.98, 3.29, 3.31, 2.51, 2.61, 2.85, 2.59 and 2.65 are above the criterion mean. The data showed that item 1, 2, 3, 4, 5, 6, 7, 9, 12, 13, 14, 16, 17 and 18 were motivated library staff on their job performance in the university library while item 8, 10, 11 and 15 were not motivated in their job performance in the university library. This shows that library staffs were motivated towards their job performance in university library in Kwara State.

The findings of this study revealed that library staffs were motivated towards their job performance in university library in Kwara State. This finding is in agreement with the finding of Shahzad and Khan (2022) who affirmed that motivation plays a crucial role in the job satisfaction and job performance of library staff. Understanding the factors that drive motivation can help in designing strategies to enhance the performance and retention of library professionals. The job performance of library staffs is influenced by several motivational factors such as IT advancements, active leadership, the role of library associations, personal interest, and institutional support. Satisfaction, facilities, rewards, work atmosphere and autonomy are also significant motivators that encourage librarians to enhance their job performance, expertise and implement innovative services. Akparobore and Omorekejimi (2020) viewed motivation as a rewards/incentive that drives library staff to perform efficiently to assigned duty. The direction and diligence of action of library staff are designated. Motivation is getting someone to do something because they want to do it. Organisational behaviour scholars described job

motivation as what pushes employees to achieve usual goal. In other words, if the university library wants its library staff to perform expectedly as information professionals in order to accomplish the university's goals and objectives, there could be a kind of job motivation that will encourage the library staff to perform in a preferred way.

Research Question Two: What is influence of gender of personal variables on library staff motivation and job performance in university libraries?

Table 2: Influence of gender of personal variables on library staff motivation and job performance in university libraries

Gender	Mean	Stand Deviation
Male	48.63	10.843
Female	48.22	9.874

Table 2 shows that the male library staff had the mean score of 48.63 with standard deviation value of 10.843 while the female library staff had the mean score of 48.22 with standard deviation value of 9.874. This result reveals a difference in the value of mean scores. Therefore, it can be said that there is a difference between male and female library staff on motivation and job performance in university library in Kwara State.

Research Question Three: What is influence of cadre of personal variables on library staff motivation and job performance in university libraries?

Table 3: Influence of cadre of personal variables on library staff motivation and job performance in university libraries

Cadre	Mean	Stand Deviation
Professional Librarians	62.58	.649
Library Officers	52.24	2.176
Library Assistants	37.75	2.590

Table 3 shows that the professional librarians had the mean score of 62.58 with standard deviation value of .649. The library officers had the mean score of 52.24 with standard deviation value of 2.176 while the library assistants had the mean score of 37.75 with standard deviation value of 2.590. This result reveals a difference in the value of mean scores. Therefore, it can be said that there is a difference among library staff cadre in university libraries on motivation and job performance in university libraries.

Hypothesis Testing

H₀₁: There is no significant difference between male and female of personal variables on library staff motivation and job performance in university libraries.

Table 4: The t-test of male and female of personal variables on library staff motivation and job performance

Gender	N	Mean	Std.D	Df	T	Sig	Remark
Male	93	48.6344	10.84253	142	.229	.819	Not Rejected
Female	51	48.2157	9.87383				

Table 4 shows that there was no significant difference between the male and female of personal variables on library staff motivation and job performance in university library. (df = 142; t= .229; p>.819). Based on this result, hypothesis 1 is not rejected.

The finding of this study showed that there was no significant difference between the male and female of personal variables on library staff motivation and job performance in university library. The finding contradicts the finding of Mars (2018) who found that despite the dominance of females in the profession, there exists income inequality between male and female librarians as well as an uneven distribution of men in leadership positions compared to their female counterparts. Interestingly, despite the dominance of females in the profession, men have continued occupy disproportionately administrative positions in libraries. Nevertheless, of recent, female librarians have become more successful at achieving leadership positions in a bid to achieve gender equality (Moser, 2025). Besides, librarianship favours the “feminine” model. Another aspect of gender stereotypes in libraries, is female librarians are seen as either uptight, unattractive old-fashioned gatekeepers or the objects of sexual fantasy (Lawton, 2022). These appalling gender stereotypes can lead to bad behaviour and low job performances. Evidently, gender stereotypes do exist in libraries not only in library management but in overall performance of library routine jobs.

H₀₂: There is no significant difference among professional library, library officers and library assistants of personal variables on library staff motivation and job performance in university libraries.

Table 5: ANOVA of library staff cadre of personal variables on library staff motivation and job performance in university libraries

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remark
Between Groups	15056.975	2	7528.487	1661.222	.000	Rejected
Within Groups	638.998	141	4.532			
Total	15695.972					

Table 5 shows a significant difference in the library staff cadre on motivation and job performance of library staff in university library, since $p = .000$. This implies that the null hypothesis was rejected due to the fact that the significant value (.000) was found to be less than the alpha value (0.05). Therefore, the null hypothesis was able to establish that significant difference existed among library staff cadre of personal variables on library staff motivation and job performance in university library.

The finding of this study revealed that significant difference existed among library staff cadre of personal variables on library staff motivation and job performance in university library. The finding is in line with the finding of Froelich (2020) who stressed that academic librarians typically begin their careers in entry-level positions such as reference librarians, catalogers or instructional librarians. These roles focus on providing direct services to library users and building foundational skills in librarianship. In these roles, librarians take on more specialised responsibilities and often supervise junior staff members. Senior-level positions in academic libraries include roles such as university librarians or college librarians. These positions involve strategic leadership, decision-making and advocacy for the library within the broader institution. Also Nelson and Sponsler (2017) asserted that developing expertise in specialised areas such as digital librarianship, scholarly communication or information literacy can enhance job performance of academic librarians. They further stated that leadership and management skills,

abilities effective communication and managerial competencies are crucial for progression into senior-level positions within academic libraries.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. Management of university libraries in Kwara State should endeavour to motivate their staff intrinsically and extrinsically by promoting staff as when due and payment of allowance.
2. Management of university libraries in Kwara State should endeavour to motivate their staff by granting them autonomy to carry out duties, delegation of authority, catering for personal problems, opportunities for career development in order to boost the performance of library staff.
3. Seminars, workshop and in-service training should be organised for library staff to enable them to acquire the necessary skills and to develop their job performance.
4. Librarians/library managers should employ or imbibe a mixture of autocratic and democratic style of leadership in their library administration in order to enhance better job performance among library staff. As such, librarians/library managers could use the democratic style of leadership in some occasions and should be autocratic in certain situations in order to increase performance among library staff.
5. The University management should organize regular inspection to the school library to monitor the style used by librarians/library managers that could enhance better job performance among library staff.

Conclusion

The finding of the study showed that library staffs were motivated towards their job performance in university library in Kwara State, there was no significant difference between the male and female of personal variable on library staff motivation and job performance in university library. There was significant difference existed among library staff cadre of personal variables on library staff motivation and job performance in university library in Kwara State.

References

- Ayodeji, A., Ismaila, Y. & Emmanuel, O. (2022). Motivation and job satisfaction as correlates of job performance of library staff in Landmark University, Omu-Aran, Kwara State. *Library and Information Perspectives and Research*. <https://doi.org/10.47524/lipr.v4i1.14>
- Bankole, Q. A., Akanbi, M. L., Suleiman, K. G. & Isiaka A. O. (2023). Staff motivation, self-efficacy and job performance of library personnel in public libraries in Kwara State, Nigeria. *International Journal of Knowledge Content Development & Technology*, 13(4). 51-83.
- Frank, K. E., Zhangping, L., Pearl, A. & Isidore, K. Z. (2022). Effect of ICT use on library service delivery: A comparative Approach from Two Universities. *Open Access Library Journal*, www.researchgate.net
- Froelich, T. J. (2020). *Leadership in Academic Libraries Today: Connecting Theory to Practice*. Rowman & Littlefield
- Gbuushi, J. A. & Ubagu, M. M. (2020). Perceived effect of motivation on the job performance of library personnel of universities in Benue State, Nigeria. *British Journal of Arts and* <https://digitalcommons.unl.edu/libphilprac/6522>
- Griffin, S. N. (2019). *Human Resources Management in Education: In Theories and Tasks*, Lagos. Macmillan Nigeria Publisher <https://www.ij sre.com>.
- Law Insider (2024). *Library staff*. www.lawinsider.com
- Lawton, S. (2020). Reflections on Gender Oppression and Libraries. *Public libraries Online*. <http://publiclibrariesonline.org/201>
- Mars, P. (2023). Gender Demographics and Perceptions in Librarianship. *School of Information Student Research Journal*, 7(2). <http://scholarworks.sjsu.edu/slissrj/>
- Mohammed I., Mashii, M. S. & Salisu, I. M. (2017). Job attitude and employee performance: An *Humanities*, 2(1), 14-23. <https://doi.org/10.34104/bjah.020014023>.
- Moser, M. E. (2025). *Gender and Development: Concept and definitions*. www.bridge.ids.ac.uk/reports/re
- Ndulaka, C. M. (2018). *Libraries role information services for conflict Resolution*. *Humanities*, 2(1), 14-23. <https://doi.org/10.34104/bjah.020014023>.

j

- Nelson, M. L. & Sponsler, R. L. (2017). *Digital scholarship in the tenure, promotion, and review process*. Association of College and Research Libraries
- Nwose, L. O., Olise, F. N. & Idoko F. A. (2020). Assessment of the Perception of Librarians on Gender Stereotype as Correlate of Job Performance in Academic Libraries in Delta State. *Covenant Journal of Library & Information Science*, 2 (2), 29-40
- Oyovwe-Tinuoye, G., Omeluzor, S. & Patrick, I. (2021). Influence of ICT skills on job performance of librarians in university libraries of South-South, Nigeria. *Information Development*, 37, 345 - 358. <https://doi.org/10.1177/0266666920983393>
- Shahzad, K. & Khan, S. (2022). The relationship between motivational factors and librarians' professional development (PD): A systematic review. *Journal of Librarianship and Information Science*, 55, 383 - 402. <https://doi.org/10.1177/09610006221083685>
- Srimulyo, K., Variant, N., Harisanty, D., Cahyani, I., Harumiaty, N. & Kaur, K. (2024). Librarian as Motivator in Virtual Information Literacy Instruction. *Evolutionary Studies in Imaginative Culture*. <https://doi.org/10.70082/esiculture.vi.759>
- Ubogu, J. (2022). The Influence of ICT Competencies on Job Performance in Nigerian University Libraries. *Asian Journal of Information Science and Technology*. <https://doi.org/10.51983/ajist-2022.12.2.3350>
- Ugwu, C. (2019). Mediation effect of knowledge management on the relationship between transformational leadership and job performance of librarians in university libraries in Nigeria. *Journal of Librarianship and Information Science*, 51, 1052 - 1066. <https://doi.org/10.1177/0961000618763715>
- Umeozor S. N. (2018). Motivation and human resources in libraries. *International Journal of Knowledge and Technology* 8(3), 29-40
- Vincent, E., Yemisi, Y. & Basahuwa, C. (2020). *The Role of Motivation in Librarians' Job Performance in Public University Libraries*. , 7. <https://doi.org/10.15640/jmise.v7n1a1>