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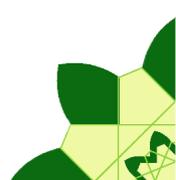
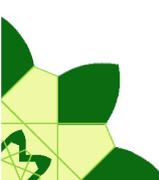


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Effects of Motivation on Staff Performance and Job Satisfaction in the University of Ilorin Library

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Abstract

This study examined the effects of motivation on job satisfaction and performance of librarians in University of Ilorin Library. Observation revealed that many employers have attempted several programs to motivate their employees, yet they have not worked for every category of staff in the library. The descriptive survey design was adopted for the study. The population was made up of all the professional and paraprofessional librarians, totally 46 librarians. Relevant data were collected using a questionnaire and 41 out of 46 copies. The questionnaire distributed were returned and used for the analysis using simple percentages and frequency tables. The findings show that librarians in job performance can be judged based on the time taken to complete task, as well as the accuracy and quality of the work done; motivational factors such as an opportunity for promotion, good working condition, involvement at work, promotion and financial reward affects the job performance and satisfaction of library staff; job satisfaction has great influence on job performance; general job satisfaction exists among the librarians in the University of Ilorin Library. The study concluded that staff performance and job satisfaction of library staff is dependent on motivation. The study recommended that the existing constituents of job performance and satisfaction should be sustained and improved by ensuring well-set library goals, salary increment, the existence of an opportunity for training, sincere and annual appraisal, concrete job description and opportunity to participate in decision making.

Keywords: Library Management, Job Satisfaction, Job Motivation, Librarian Performance

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Introduction

In most organizations, the craving to achieve optimal efficiency in productivity is central to managerial objectives. Organizational effectiveness is largely determined by the quality of the employees. Therefore, the most daunting task of a manager is how best to put together human and materials resources to achieve the organizational mission, vision and objectives (Nnaeto & Ndoh, 2018). Motivation serves as a tool, which prompts staff to voluntarily commit themselves to follow specific courses laid out to achieve a projected organizational goal so that efforts made will lead to achieving some individual goals. Cherry (2015) defined motivation as a process that initiates, guides, and maintains goal-oriented behaviour, essentially concerned with factors that propel human action or inaction over a certain period. Therefore, motivation is impelling people to do something in return for a reward or award; getting people to move in a certain direction to achieve desired results, encourage employees to seriously work (Hussain & Soroya, 2017).

The relationship between library staff and management is governed by what motivates them to work, and the satisfaction they derive, as management needs to elicit the cooperation of staff and direct their performance to achieve the organizational objectives. The willingness of staff to give their absolute best in this regard is affected by motivation in its ramifications. Job satisfaction as noted by Babalola and Nwalo (2013) enhances workers' productivity, especially in academic libraries as a job satisfied worker is a happy and productive worker. When a library staff experiences a drop in job satisfaction, it leads to poor performance; especially when employers make available tools required to perform the job and reward them handsomely while allowing them to express creativity in their specialities. Their motivation, in a long run, affects their job satisfaction level and performance. Comparing to all other efficient methods on employees' productivity, motivation is the most important and significant (Gobari, Akram, Majid, & Seyed, 2013).

Although many studies have been conducted in the area of leadership styles, motivation and job satisfaction for job performance in different places and among different populations and professionals, little is known about how the identified variables would jointly affect the University of Ilorin staff job satisfaction and performance in particular. Merely extrapolating the results of studies from these other places, circumstances and peculiarities cannot attend adequately to the research gap that the absence of a study in this area at the University of Ilorin has created; thereby compelling research attention such as the present one.

It is envisaged that the study's findings would be useful to the University of Ilorin Management, administrators and staff of the Library; because it sought to investigate how the staff will react to motivational techniques initiated by the management and how it affects their job satisfaction and performance. The findings will help Library management see what satisfies and dissatisfies staff; hence their performance.

Much had been written on the effects of motivation on staff performance and satisfaction. In a higher institution environment, the library is a major information-providing system supporting teaching, learning and research (Anunobi & Edoka, 2010). Similarly, Liao (2012) defined job performance as standard for advancements, redundancy, rewards, punishments, reviews and salary changes, it also satisfies the needs for employees to realize themselves, and argued that employee performance symbolises the broad belief of the personnel about their behaviour and contributions to the organization's achievement.

According to Pawirosumarto, Sarjana and Muchtar (2017), employee performance depends upon factors like performance appraisals, employee inspiration, employee contentment, payments, guidance and improvement, job safety, and business configuration. Kaba (2017) viewed freedom as instinctive while going for their favoured solution to a challenge serves as an important factor constituting job performance. Hence, employees

must not be over instructed and must be afforded the flexibility to improve their performance. Khoreva and Wechtler (2018) argued that employees' performance is determined by how creative and flexible they are, in difficult situations, when they do not have laid down instruction and directions to follow. NawoseIng'ollan, and Roussel (2017) noted that leadership style, which influences performance positively is an important factor for enhancing the performance of workers' happiness on their jobs.

Kaluarachchi and Gamlath (2014) viewed job satisfaction as the rate at which employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one's duties. From the literature reviewed, related studies were conducted with different focus and demography from specific variables, focus and demography of this present study. This identified gap thus constitute the concern and focus of the present study, thereby justifying its conduct.

Although findings by Octavinnah, Pandjaitan and Kuswanto (2017) showed that the level of job satisfaction and productivity of library personnel is low, results from Adeeko, Aboyade and Oyewole (2017) however, indicated that their research productivity is relatively high. Ademodi and Akintomide (2017) asserted that the common challenges preventing organizations from achieving high performance and job satisfaction include low salaries, irregular promotional structure, non-recognition of workers' achievements, poor condition of service, inadequate remuneration, poor working environment, and inadequate working materials. Academic libraries in Nigeria cannot be isolated from these ugly phenomena as observations showed that their level of productivity is low due to personnel job dissatisfaction. The inherent challenge identified is that many employers have attempted several programs to motivate their employees, yet they have not worked for every category of staff in the library. Thus, the study's broad objective was to examine the effects of motivation on job satisfaction and library staff performance in the University of Ilorin Library, Kwara State, Nigeria. Therefore, the study sets out to provide the answer to the main research question namely; what are the factors that constitute the job performance of librarians in the University of Ilorin Library?

Methods

This study adopted the survey research design, which was aimed at investigating the effects of motivation on staff performance and job satisfaction in the University of Ilorin Library. According to Fisher (2007), a survey research design is a type of design that involves a systematic and comprehensive collection of information about the opinions, attitudes, feelings, beliefs and behaviours of people through observation, interview and administering of the questionnaire. Since the focus of the study is to seek the opinions and perspectives of the research subjects on how motivation affects their job performance and job satisfaction, the survey research design is thus considered as an appropriate design for the current study. The population of the study was 46, and this was made up of 21 professional and 25 paraprofessional staff members of the library, as at the time of the Study.

The questionnaire was validated by two experts in Library and Information Science, who determined the appropriateness of its content against the purpose of the study. Data were collected by the researchers after obtaining prior permission from the concerned authority and the study subjects, the confidentiality of data was maintained. The questionnaire was administered to the respondents on a one-on-one by the researcher, the questionnaire was retrieved after 3 days of administration which allowed the correspondent to fill in the required data within a fair period. The 46 copies of the questionnaire were administered personally by the researchers, out of which 41 copies, representing 89.1% were completed,

returned and eventually found usable for the analysis. Descriptive statistics was employed for data analysis, by which answers were provided to the research questions, using the tabular presentation of frequency counts and percentages.

Results and Discussions

This segment presents the analysis of the data collected for the study using the questionnaire. The basis for the analysis presented in this segment was the 41 copies of the completed and returned questionnaire out of the total number administered in the first instance. The high return rate of 89.1%, which was achieved in this particular regard can only be attributed to the strategy employed in personally administering the copies of the questionnaire by the researchers and staying back to ensure, not only that they were completed alone, but more importantly, that they were correctly completed by the respondents. Attaining a very high return rate as done in this study was of paramount importance, given the fact that the study adopted the total enumeration technique of sampling because the population was of a small, and therefore manageable size. The analysis thus began with the demographic distribution of the respondents, as contained in Table 1.

Table 1
Demographic distribution of the respondents

Demographic Characteristics of the Respondents		Frequency	Percentage (%)
Distribution of the Respondents by Gender	Male	20	48.8
	Female	21	51.2
Total		41	100%
Distribution of the Respondents by Age	18-25 years	8	25.4
	26-34 years	9	22.0
	35-45 years	16	39.0
	46-55 years	4	9.8
	56 Years and above	4	9.8
Total		41	100%
Distribution of the Respondents by Marital Status	Single	10	24.4
	Married	31	75.6
	Divorced	-	-
	Separated	-	-
Total		41	100%
Distribution of the Respondents by Highest Education Qualification	Diploma	3	7.3
	BLS/B.Sc./B.Ed.	28	68.3
	MLS/M.Sc./M.Ed	7	17.1
	PGD	1	2.4
	PhD.	2	4.9
Total		41	100
Distribution of the Respondents by Years of Experience	Less than 5 Years	14	34.1
	5-10 Years	11	26.8
	11-15 Years	9	22.0
	16-20 Years	1	2.4
	21-25 Years	-	-
	26-30 Years	5	12.2
	31-35 Years	1	2.4
Total		41	100%

Table 1 reveals that the majority (51.2%) of the respondents were female and then the male (48.8%), implying the dominance of the female gender among the respondents across the two categories of the Library staff. On the respondents' age categorization, the majority of them (39.0%) fall in the range of 35 and 45, with those in the range of 46-55 as well as 56 years and above, having the least representation. Those in the 18-25 years of age, 26-34 years of age as well as those in the bracket age of 35-45 also accounted for 25.4%, 22.0% and 39.0% responses respectively. Similarly, the majority (75.6%) of the respondents were found to have been married, with only 24.4% of them being single, but without any being separated or divorced. These results on age and marital status could imply maturity among the study's respondents, which can serve as a good indicator for the quality of responses they are likely to be given. On the respondents' qualifications, the Bachelor of Library Science (BLS) degree, the Bachelor of Science (B.Sc.) degree, and the Bachelor of Education (B.Ed.) in Library and Information Science degrees are the highest education qualifications indicated by many of the respondents (68.3%), while the least comprised of those possessing the Post Graduate Degree in Library Science or Library and Information Science (2.4%). Out of them, 17.1% had either the Master of Science (Library and Information Science), Master of Library and Information Science or Master of Education (Library and Information Science Degree); apart from that 4.9%, who possess the Doctor of Philosophy (PhD) degree in Library and Information Science.

This can simply be interpreted to mean that the respondents in this study had, to a very large extent, the requisite qualifications of the workforce in a typical academic library, which can also have a far-reaching implication on their job performance, one way or the other. Thus, the spread of the qualifications possessed by the respondents is, to say the least, indicative of the fact that the academic workforce in the Library studied was composed of men and women who are of the 'best fit' given the qualifications needed to perform both their professional and even the paraprofessional duties as required by the callings of their jobs. In terms of years of experience of the respondents, the majority (34.1%) of them had less than 5 years of working experience being at one end of the spectrum as against the other end which indicated that there were no respondents who had job experience of 21-25-year range, implying a rather low-level experience among them. Other responses which are also of some degree of significance include those of the working year experience of 5-10 years (26.8%), 11-15 years (22.0%), 16-20 years and 31-35 years (2.4%) each, as well as those in the age bracket of 26-30 years accounting for 12.2% response. These responses on the distribution of the respondents in line with their years of working experience were also reflective of the good spread, which in itself, has its contribution towards the effective performance of assigned duties and responsibilities by the staff members in the Library.

Table 2
Distribution of respondents by the constituents of job performance

Job is of good performance when:	Strongly Agreed		Agreed		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%
It is of high quality the quantity of	32	78.0	9	22.0	-	-	-	-
Work performed is high	19	46.3	16	39.0	4	9.8	2	4.9
Work assigned is completed on time	23	56.1	17	41.5	-	-	1	2.4
Work is performed with accuracy	23	56.1	17	41.5	-	-	1	2.4
Able to follow instructions and directions	22	53.7	15	36.6	2	4.9	2	4.9

Note: SA+A = Agree; D+SD = Disagree

Table 2 shows that all the respondents agreed that the quality of their assigned work can serve as a criterion for judging their performance while 35 (85.36%) respondents agreed that the quantity of work they performed can also serve the same purpose. Also, 40 (97.56%) of them agreed that their job performance can be determined if the work assigned to them is completed on time, and agreed too, that when they perform their work with accuracy, they have recorded a good performance. These responses presented the respondents' opinion as to what constituted their job performance. Thus, many of the respondents agreed that they are performing well when they can follow instructions and directions. This implies that most of the respondents in the Library studied considered performing their tasks with very high precision as an important performance determinant, aside from other factors such as timely and accurate completion of tasks as well as their ability to follow instructions and directions

Table 3
Distribution of respondents by the influence of job satisfaction on performance

Statement	Strongly Agreed		Agreed		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%
Satisfaction with job assigned leads to better performance	25	61.0	16	39.0	-	-	-	-
Satisfaction with job assigned has no relationship with performance	6	14.6	17	41.5	13	31.7	5	12.2
My performance will determine my level of satisfaction	12	29.3	23	56.1	5	12.2	1	2.4
I will be more productive if I am in a different job	6	14.6	16	39.0	15	36.6	4	9.8
If I am satisfied, I will contribute to a pleasant atmosphere within the library institution	11	26.8	27	65.9	2	4.9	1	2.4

Note: SA+A = Agree; D+SD = Disagree

Table 3 reveals that all the respondents agreed that if they are satisfied with their job, it will make them perform better, implying that happy librarians will be productive. Furthermore, 23 (56.09%) of them agreed that satisfaction with their job has no relationship with their job performance while a few of them, however, disagreed with this position. Some 35 (85.36%) of them agreed that their job performance will determine their level of satisfaction, just as another 22 (53.65%) indicated that they will be more productive if they are in a different job. This means that the Library staff members believed that their occupation prevents them from working at their full capacity. This may therefore imply that the happiness and satisfaction of the Library staff about their job may likely encourage them to promote a good-natured mood. This was evidenced in the result, which showed that 38 (92.68%) of the respondents agreed that if they can attain satisfaction in the performance of their job, they would have contributed to a pleasant atmosphere within the Library.

Table 4
Respondents' distribution by effects of motivational factors on performance

The motivational factors affecting my performance include:	Strongly Agreed		Agreed		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%
The feeling of being involved at work	20	48.8	17	41.5	2	4.9	2	4.9
The feeling of high job security	17	41.5	19	46.3	4	9.8	1	2.4
Receiving sufficient financial reward	13	31.7	20	48.8	6	14.6	2	4.9
The enjoyment I derive from my work	13	31.7	24	58.5	2	4.9	2	4.9
Having the chance at a job Promotion and career development	18	43.9	18	43.9	3	7.3	2	4.9
Good working conditions	17	41.5	20	48.8	2	4.9	2	4.9

Note: SA+A = Agree; D+SD = Disagree

Table 4 reveals that 37 (90.24%) of the respondents agreed that the feeling of being involved at work usually affect their job performance, which reveals that most of the library staff considered transparency and openness from the library management as important factors that may affect their job performance. The respondents are interested in being assured of keeping their job as most of them agreed that the feeling of high job security affects their performance. Likewise, 33 (80.48%) of the respondents agreed that receiving sufficient financial reward affects their performance, thereby presenting the high premium that the Library staff placed on monetary reward. This response may imply that the library staff members need to enjoy their work for good performance, as revealed by the 37 (90.24%) of the respondents, who agreed that the enjoyment they derive from their work affects their performance. Another 36 (87.80%) of the respondents agreed that having the chance at a job promotion and career development affects their performance, just as the majority of others (90.24%) indicated that good working conditions affect their performance.

Table 5
Distribution of respondents according to extent of job satisfaction

Statement	Strongly Agreed		Agreed		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%
I am happy with my job as a librarian	21	51.2	18	43.9	1	2.4	1	2.4
I will be happier doing another job	8	19.5	11	26.8	18	43.9	4	9.8
My job gives me pleasure	17	41.5	20	48.8	3	7.3	1	2.4
I will encourage others to be Librarians due to the happiness I derive from the profession	14	34.1	20	48.8	4	9.8	3	7.3
If I am to make a choice, I will choose to remain in this job until I retire	9	22.0	21	51.2	6	14.6	5	12.2
I am overly satisfied with my job as a librarian	17	41.5	18	43.9	4	9.8	2	4.9

Note: SA+A = Agree; D+SD = Disagree

Table 5 reveals that the majority of the respondents (95.12%) agreed that they are happy with the job that they perform as librarians, even as 19 (46.34%) of them indicated that they will be happier doing another job aside from the current one that they do. What this points to is the fact that that most of the respondents are happy with their job but they

think they will derive even more happiness in another occupation other than the current one that they engage in. Furthermore, 37 (90.24%) of the respondents agreed that their job gives them pleasure while 34 (82.92%) others indicated that they are willing to encourage others to come into their profession probably due to the happiness that they derive from what they are presently doing in the profession. In addition to this, 30 (73.17%) indicated that if they are to make a choice all over, they will choose to remain in this job until they retire from the service, while only 11 (26.82%) indicated that they would rather take their shot at another job, occupation or profession, if they had the chance to do that, probably owing to the current experiences that they are undergoing in their present calling. This implies that the majority of the respondents believe that they are well satisfied with their present job as librarians, a factor, which is capable of enhancing better job performance by the staff of the Library, thereby leading to greater productivity in the performance of the jobs they do.

Table 6
Strategies to enhance job satisfaction and performance

The level of my job satisfaction and performance can be enhanced:	Strongly Agreed		Agreed		Disagreed		Strongly Disagreed	
	F	%	F	%	F	%	F	%
If I am allowed to participate in decision making	14	34.1	23	56.1	4	9.8	-	-
If I am promoted accordingly	15	36.6	21	51.2	4	9.8	1	2.4
When there is an increment in my salary	15	36.6	23	56.1	2	4.9	1	2.4
If there is existence of opportunity for training	14	34.1	24	58.5	1	2.4	2	4.9
When there is conducive working environment	13	31.7	26	63.4	1	2.4	1	2.4
If there is the existence of well-set library goals	14	34.1	24	58.5	2	4.9	1	2.4
If there is sincere annual appraisal	15	36.6	23	56.1	2	4.9	1	2.4
When there is a concrete job description	17	41.5	22	53.7	1	2.4	1	2.4

Note: SA+A = Agree; D+SD = Disagree

Table 6 reveals that 37 (90.24%) of the respondents indicated that their job satisfaction and job performance level can be enhanced if allowed to participate in decision making. Furthermore, most of them tied their job satisfaction and job performance enhancement to regular promotion, salary increment, training opportunity, well-set library goals, sincere annual appraisal and concrete job description. This is, however, not to downplay the other responses given by the respondents along the line, which include incremental in their salary, opportunity for training, conducive working environment, the existence of well-set goals, sincerity in the conduct of the annual staff appraisal, availability of concrete job description as well as regular promotion opportunity on a steady basis. Considering the diverse nature of the responses given on this, there is an indication of the need for a variety of incentives in encouraging the staff to satisfactory job performance in the Library.

Findings from the study showed that all the respondents believed that their job performance can be enhanced when the job they perform is of high quality and when the quantity of work is high, when the assigned work is completed on time, and when they perform their work with accuracy. This is in line with the findings of Nwokike and Unegbu (2019), which found that the level of the job performance of librarians in universities in South-East, Nigeria was high. However, this is unlike the findings from such studies as

Amusa, Iyoro and Ajani (2013), and Oyewole and Popoola (2011) that placed the level of the job performance of librarians at a moderate level as the belief is indicative of the fact that job satisfaction and productivity of librarians in public university libraries in Nigeria were low. The study's findings also revealed that the library staff believe their performance can be judged by how well they able to follow instructions and directions. The finding is in line with those of Khoreva and Wechtler (2018) whose research findings indicate that not only did the physical and social employee well-being serve as a moderate mediator of the association between skill- and opportunity-enhancing HR practices and in-role job performance, but indeed, the psychological employee well-being partially mediates the association between motivation-enhancing HR practices and innovative job performance.

This supports the study of Nnaeto and Ndoh (2018) and Idiegbeyan-Ose, Aregbesola, and Owolabi (2019) that organisational performance relies on effectiveness and efficiency, while organizational performance depends on how effective and efficient the performance of employees in the organization are. It was also discovered that library staff believe their performance can be judged by how well they can follow instructions and directions, this supports the findings of Pang and Lu (2018) as well as Khoreva and Wechtler (2018).

On the influence of job satisfaction on performance, the majority of the respondents agreed that job satisfaction translates into better job performance; thus showing a relationship between job satisfaction and job performance. This finding is in line with that of Yaya, Opeke and Onuoha (2016), whose study's findings revealed a significant relationship between job satisfaction and productivity of librarians in public university libraries in Nigeria and upon which it concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. This was a confirmation of the assertion that job satisfaction enhances the job productivity of workers in any academic library because a job satisfied librarian is a happy and productive librarian. This finding, in itself, is also significant against the backdrop of the widely-held position by the researchers that employees' job satisfaction is not only central but indeed, critical in determining their overall productivity in the academic libraries, just as it is for any other organization.

It was based on these findings that the study recommended that the management of the university library should embark on a continuous promotion of such values as improved recognition of the library staff, exhibiting good leadership style and deliberate policy towards improving their staff development programmes to increase employee's job satisfaction and their productivity. Similarly, it is also related to the assertion of Azar and Shafighi (2013), who asserted that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

In addition to this is the majority of the respondents disagreed with the postulation that satisfaction with their job has no relationship with their performance. This is contrary to the findings of Octavianna et al. (2017), which found a significant correlation between job satisfaction and employee performance. It was also revealed that the performance of staff will determine their level of satisfaction. Thus, the position of Yaya, Opeke and Onuoha (2016) that job satisfaction enhances the productivity of the workers in an academic library as a job satisfied librarian is a happy and productive librarian also did not support this finding.

The findings of this study on the effects of motivational factors on performance are synonymous with the assertion of Nurun et.al (2017), which claimed that motivation factors including the feeling of being involved at work, good working conditions and enjoyment of staff derive from their work, affect their performance. This finding contradicts those of Ikonne and Fajonyomi (2019), which led to the conclusion that motivational factors in

Federal university libraries in the northeast, Nigeria, were low. Similarly, Idiegbeyan-Ose, Aregbesola and Owolabi (2019) found that the library staff job satisfaction was low among the library staff in the private universities studied. However, the findings of this study agreed that receiving sufficient financial reward affects the staff's performance, which is supported by the study of Schuck and Rabe-Hemp (2018) that claimed that pay and bonus affect the performance and productivity of workers. The findings also showed that intrinsic job motivation factors like the feeling of being involved at work and receiving sufficient financial reward affect the performance of staff, this is in tandem with the findings of Kaluarachchi, and Gamlath (2014), Sajuyigbe, Olawoye and Adeyemi (2013) as well as Schuck and Rabe-Hemp (2018) who all claim that job involvement as well as financial reward affect workers' productivity and most often positively. Lamptey, Boateng and Antwi's (2013) study also relates to the findings of this study that there is a clear relationship between job promotion and career development the performance of staff.

On the extent of job satisfaction among other measurable factors, the majority of the staff agreed that they are happy with their job as librarians particularly when their jobs gave them pleasure. This finding aligns with those of Okolocha, Akam, and Uchehara (2021), which found that responsibility and career advancement had a positive significant effect on the job performance of the academic staff of public universities in Southeast, Nigeria. The findings are also in line with those of Lamptey et al. (2013), Ajie and Omotunde (2015), Katamba and Abdulsalam (2014) as well as that of Chijioke (2011), where they found that majority of the librarians are generally satisfied with their job, and further buttressed the position by stating that they will not be satisfied doing another job because their work gives them pleasure. Again, Yaya (2019) in a study on job satisfaction among librarians in Nigerian public universities, found that there was a high level of job satisfaction among librarians in public university libraries in Nigeria. The study concluded that contrary to the general belief of low level of job satisfaction among librarians in university libraries it was however discovered that it was high.

In addition, the finding also finds a high degree of relevance in the study by Ogunbanjo (2021), which reported the existence of job satisfaction among the library staff in public tertiary institution libraries in Ogun State, Nigeria, where it was affirmed that the librarians had a high degree of job satisfaction and organisational commitment with co-workers, supervision, salary, and opportunities for promotion. The result of a test of the relationship between job satisfaction and organisational commitment was found to be positive, and thus recommended proactive measures in increased salary, more opportunity for promotion, internetworking equipment and the preparedness of the library staff members in the public tertiary institution libraries in Ogun State, Nigeria, to ensure their job satisfaction and organisational commitment. This is also not too different from the outcome of the study by Hyder and Batool (2013), which led to the conclusion that job satisfaction is significantly associated with the nature of work, fair treatment, co-workers and status of librarians in society. In the study conducted by Kabaka, Şena, Göçera, Küçüksöylemez and Tuncer (2014), results showed that staff training and education, and their relations and teamwork represented the most dominant factors on staff members' job satisfaction. However, factors with little impact in this regard include education and salary levels on job satisfaction whereas such other factors as facilities, job security, rewards were found to have a considerable impact.

On the strategies through which the job satisfaction and job performance of the individuals can be enhanced, the majority of the respondents agreed that the existence of well-set library goals will enhance their job satisfaction and performance of librarians. This finding is similar to those found by Clements and Kamau (2017), in which they concluded that having highly clear and challenging but achievable goals will make employees perform

better. Also, this finding finds relevance in those of Lien (2017) which established the fact that staff's feelings as to how fair their pay was are related to their job satisfaction, which formed the basis of the recommendation that the staff should be allowed to select their most preferred fringe benefits, as an important strategy to guarantee and sustain their job satisfaction. This accounted for why there is a rising number of leaders in organizations, who allow their staff members to structure such fringe benefits as medical, dental, and life insurance.

In their study's findings, Chrisman, Devaraj, and Patel (2017) reported that fairness in pay and good compensations strategy have a greater tendency to have a broader impact on job performance, because, those who perceived their pay as not fair enough would tend to compare theirs with those of others simply because they hold the view that such compensation did not reflect their efforts, as represented by their job performance. Similarly, Rassa (2017) on his part, reported that low salary packages, low benefits, lack of supervision, insufficient professional on the job training as well as the lack of professional recognition were some of the more important factors of dissatisfaction on a job, which was the reason for which he recommended that leaders in any kind of organisation must always strive to increase their staff's levels of job satisfaction to obtain higher levels of employee satisfaction and accordingly, ensure high-quality service delivery.

Moreover, a concrete job description and a conducive working environment in this study are important strategies to enhance job satisfaction, and this was supported by the findings of the study conducted by Osabiya (2014). This study also found that, if given the opportunity to participate in decision making, that is a feeling and experience of leadership, when instilled into the library staff members, will experience improved job satisfaction and performance; and this finding is in line with the study of Rukhmani, Ramesh and Jayakrishnan (2010) as well as Hearn, Close, Smith and Southey (2011), in which their findings also point in the direction of the strategies with which the job satisfaction and job performance of the individuals can be enhanced in general. This was in line with their respective findings which underscored the need to provide a workable framework for the provision of conducive working conditions for their organisation's workforce towards better performance and job satisfaction as the necessary precondition for attaining the set goals and objectives of the organization.

Conclusion

The findings of this study established that performance and job satisfaction of the library staff depended on motivation because they were found to be satisfied with their job through good job performance when motivated. Therefore, the study concluded that job motivation, especially by creating the feeling of self-belongingness at work, ensuring high job security, receiving sufficient financial incentives, seamless chances for promotion and career development, as well as having good working conditions, would have direct effects on their job satisfaction and performance. Thus, it recommended that the staff be made to always follow instructions and directives, towards ensuring that their work is performed with accuracy, high quality and quantity while also ensuring that their assigned work must be completed on time. They should also be encouraged to shun negative attitude towards the performance of their jobs while striving to give their best towards the Library's goals attainment. Library management should constantly ensure that staff are satisfied with their jobs to enable them to contribute to creating a pleasant atmosphere within the Library for improving staff and organizational productivity.

The library management should improve the job security of the library staff, by improving their working conditions, by giving them a sense of belonging and involvement

in the activities of the Library. Library management must provide sufficient financial reward to the staff members, offer them promotion, career development and capacity building programs for the staff as a deliberate policy. Library management should also create an enabling environment such that the workforce finds work interesting and worthy of investing their time and efforts on. Further studies by researchers in the future are suggested to include: The influence of leadership styles and motivation on job performance of library personnel in selected public university libraries in Southern Nigeria, effects of motivation on job performance and job satisfaction on organizational goal attainment in public university libraries in Nigeria and a comparative study of leadership styles and motivation on job performance of library personnel in private and public university libraries in South-west, Nigeria.

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