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Self-Efficacy and Job Motivation as Determinants of Performance of Library Staff in Southwest Universities, Nigeria

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Abstract

This study examined self-efficacy and job motivation as determinants of the performance of library staff in universities in Southwest Nigeria. The study adopted a descriptive survey design, and a sample of 180 library staff was selected across the three selected university libraries using a total enumeration sampling technique. A questionnaire was used to collect data from 180 respondents, out of which 176 copies of the questionnaire were returned and found usable for the analysis. Descriptive statistics (frequency counts, simple percentages) were used to analyze data on the six research questions, while inferential statistics (multiple regression) was used to test the null hypothesis. The study found that the performance of library staff in the selected university libraries was high, even as they held a positive opinion about themselves. Wages and salary, appreciation, promotion, benefits, and allowances were the major factors that motivated them to perform their jobs. Self-efficacy and job motivation significantly influenced their performance. The findings also revealed that unwillingness by library authorities to train staff for the future, inadequate funding to support career development programs, poor organizational climate in the library, lack of complete senior management commitment and support, and uncertainty of library staff about the future of their career were the major barriers that affected their job performance. The study established that the combination of self-efficacy and job motivation did not jointly determine the library staff performance. The study recommended that library staff should be adequately motivated continually to boost their morale for efficiency and higher productivity.

Keywords: *University Library; Library Staff; Self-Efficacy; Job Motivation; Staff Performance.*

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Introduction

An institution of higher education is expected to be a well-organized system with a continually improving structure, one that cares for the quality of its employees' performances

by continually focusing on improving its workers' self-efficacy and satisfaction in the discharge of their duties (Kardas, 2023). The performance of library staff in Nigerian university libraries may be affected by the very busy and highly unpredictable workdays with many individuals and groups competing for their time, increased workload, conflicts, demands from colleagues and supervisors, incompatible demands from different personal and organizational roles, as well as inadequate resources for appropriate performance (Ntim, Akussah & Adjei, 2021). More so, the prevalent global challenges, such as social, industrial, technological, and political developments, have remained a challenge to the management of university libraries in Nigeria (Adeeko, Aboyade, & Oyewole, 2017). These challenges include political instability, policy summersault, and inadequate funding, which often affect the personnel's working conditions in such institutions of higher learning. There is an international obligation for higher institutions of learning to become competitive in their teaching and more productive in their research (Ismayilova & Klassen, 2019). Therefore, the university libraries are established to support learning, teaching, research, and service to the host community where the university is located (Komolafe & Gbotosho, 2019).

The services rendered in these libraries range from the provision of bibliographic information to users and user services to the staff and students and the host communities of the respective institutions. These services are geared towards meeting the institution's set objectives. The services are crucial to the achievements of these institutions' academic, intellectual, and other interests of staff and students. One of the important assets in the academic library is its personnel, consisting of professionals, paraprofessionals, and non-professionals, who are activators of functions and services therein, possessing skills in collection development, technical processing of information sources, user education, and other services (Amusa, Iyoro & Olabisi, 2013; Saka & Salman, 2014).

Bamgbose and Olusola (2017) stated that in an information era, the quality of library information services is anchored on certain factors, such as the nature of information resources, facilities, and, most importantly, the library personnel. The statement shows that the importance of library staff cannot be over-emphasized in the library's service delivery. Every organization, including libraries, aims at high productivity or performance, without which its goal and objectives cannot be realized. Considering this, it is evident that the efficiency of an organization or institution such as the library depends immensely on the attitude of workers towards their jobs and their level of job performance. Several measures are necessary to improve an employee's level of job performance, among which are self-efficacy and job motivation. Individuals' high performance brings self-efficacy, satisfaction, and motivation to their careers (Rubasree & Raman, 2023)

The concept of self-efficacy is an individual's perceived ability to perform certain types of performance and achieve a particular outcome. Therefore, the importance of self-efficacy in determining the job performance of library staff cannot be overemphasized. An employee's self-efficacy is related to his or her performance in the workplace. It influences the work stress of employees by performing regular tasks or duties in an organization. In support of this statement, Seyedi-Andi, et al. (2019) found that a strong sense of personal efficacy is related to better health, higher achievement, creativity, and better social integration. However, an individual with low self-efficacy has low self-esteem and may harbor pessimistic thoughts about his accomplishments and personal development (Yılmaz, 2018).

Consequently, a strong sense of competence facilitates cognitive processes and performance. Thus, people with high self-efficacy choose to perform more challenging tasks, allow people to select challenges, explore their environment, or create new ones (Bandura, 1997). The study of librarians' self-efficacy carried out by Wong (2020) found that self-efficacy propels librarians to keep trying to accomplish their goals and make good decisions

that can translate into meaningful achievements.

They also choose to perform more challenging tasks and are more creative. It shows that self-efficacy has the potential to influence the job performance of the employee in an organization, including the library. On the other hand, the job motivation of librarians is another crucial factor in achieving effectiveness in the library. The higher the level of motivation of librarians, the higher the quality of their contributions to achieving the library's goals (Babalola & Nwalo, 2013). Conceptually, motivation can be described as the reason why people behave in a certain way, as well as the direction and persistence of action (Lamptey, Boateng & Antwi, 2013). Furthermore, it is concerned with why people choose a particular course of action in preference to others and why they continue with the chosen action, often over a long period and in the face of difficulties and problems (Heckhausen, J. & Heckhausen, H., 2018).

Consequently, if an organization wants its employees to behave in a certain way towards accomplishing its goal and objectives, it must understand the motivation that will prompt the employees to act in certain required manners, even though that motivation is not about manipulation. Vansteenkiste, Ryan, and Soenens (2020) opined that it is about understanding the urges and needs that prompt a person to do things, thereby providing ways of helping them to satisfy those needs while also harnessing their contributions to satisfy the organizational needs. Bawa (2017) postulated that when properly used, staff motivation can be a vital tool for getting the most out of the employees while also enhancing higher productivity. With a particular reference to the library setting, no matter the size, scope, and richness of collections, the library manager cannot meet his set goals if the staff are ill-trained, poorly equipped, and unmotivated. Therefore, employees with a high level of motivation tend to work hard and perform better than their counterparts who are lowly motivated (Bamgbose & Ladipo, 2017). Although research findings have provided comprehensive reports on this among different populations, current empirical evidence on this subject is still lacking among the personnel of Nigerian university libraries.

The main purpose of establishing an academic library is to support learning, teaching, research, and community service by providing for the ever-changing information needs of members of the university community, with the library personnel being quite central and critical to achieving the set objectives (Saka & Salman, 2014). However, studies conducted by Salman, Khan, Draz, Iqbal, and Aslam (2016) showed that the job performance of employees in developing countries, especially in the public sector like the library, has always been questionable, implying that library staff are poorly motivated with the attendant poor job performance. Therefore, to examine factors that are responsible for this, many researchers such as Lamptey, Boateng, and Antwi (2013), Saka and Salman (2014), Salman, Khan, Draz, Iqbal and Aslam (2016), as well as Bamgbose and Ladipo (2017) have carried out studies on the influence of motivation on the job performance of library staff. The studies found that there was a relationship between motivation and job performance of library staff. However, although studies have been carried out on the influence of self-efficacy and job motivation on the performance of library staff, there seems to be none that has combined self-efficacy and motivation as factors that could determine the job performance of library staff in Nigerian universities and particularly in the Southwest. This identified gap has continued to attract research attention. Against this backdrop, this study set out to examine self-efficacy and job motivation as determinants of the job performance of library staff in selected universities in Southwest Nigeria.

Based on the problem stated above, the main objective of this study was to examine self-efficacy and job motivation as determinants of the performance of library staff in selected universities in Southwest Nigeria, specifically: first, determine the extent to which library

staff performed their job in the selected universities in Southwest Nigeria; second, assess the library staff's self-efficacy in the selected universities in Southwest Nigeria; third, identify factors that motivate the library staff's job performance in the selected libraries in Southwest Nigeria; fourth, investigate the extent to which self-efficacy influenced the performance of the library staff in the selected universities in Southwest Nigeria; fifth, examine the extent to which job motivation influenced the performance of the library staff in the selected universities in Southwest Nigeria; and lat, identify the barriers to job performance of the library staff in the selected universities in Southwest Nigeria.

Methods

This study adopted a descriptive correlational design with the population of the study consisting of all the library staff in the selected three universities in the Southwest, namely the University of Ibadan, Ibadan; Ekiti State University, Ado-Ekiti; and Babcock University, Illishan Remo. These institutions were selected to reflect the three categories of university ownership in Nigeria, thus representing federal, state, and private ownership, respectively. Another reason for selecting these institutions is to make comparisons between them because they are among the first generation universities in Southwest Nigeria and are part of their ownership group. When conducting the study, records from their respective Academic Planning Units showed that the number of library staff in the three universities was 84, 57, and 39, respectively, with a total of 180 as the study population. Due to its manageable size, the study used a total enumeration sampling technique, a technique used in situations where the study population is readily accessible for data collection and is usually applicable to small study populations. This choice was hinged on the accessible small number of library staff in the selected universities.

A total of 180 copies of the questionnaire were personally administered with the aid of three research assistants each in a university, and the respondents were asked to complete and return their copies immediately to give the maximum response, out of which 176 copies were filled, returned and found usable for the analysis. Data collected for the six research questions of the study were analyzed using frequency counts and percentages, while data for the hypothesis was tested using multiple regression. The hypothesis was tested at a 0.05 level of significance.

To validate the questionnaire's content and construction, a copy of the questionnaire was given to the supervisor and other research experts in the Department of Library and Information Science for their input to ensure its completeness, appropriateness, and correctness. In order to determine the reliability of the questionnaire instrument, 30 copies were administered to 30 library staff in Osun State University. The data collected for the pre-test was subjected to a split-half method with a reliability coefficient of r=0.69.

Result and Discussion

Despite a significant increase in research studies on self-efficacy, job motivation, satisfaction, and performance, there are only a few scientific publications on the job performance of library staff in initiating job self-efficacy and satisfaction (Kardas, 2023). For example, Ntim, Akussah, and Adjei (2021) indicated that building healthy relationships with friends and colleagues helped library staff cope with work-related challenges and improve performance. This finding is supported by Errida, and Lotfi (2021) who put forward that in terms of dealing with organizational change or efforts to modify or eliminate the source of work-related challenges by dealing with the situation, individual employees can seek information by talking to family, friends, superiors, co-workers or subordinates, by making plans of action, or through bargaining or reaching a compromise to seek a possible solution. In another study

by Zubairu and Oyekale (2021) of the level of the job performance of library personnel, it was concluded that the job performance of library personnel in private universities in Southwest, Nigeria is high because of a suitable and competitive working environment.

This finding is in line with Nwokike and Unegbu's (2019) reports, which revealed the level of job performance among librarians in universities in Southeast Nigeria. Library personnel with high self-efficacy reported that they control their own lives. In the same study by Zubairu and Oyekale (2021), the two variables (job motivation and self-efficacy) relatively influence employees' work performance. The finding supports that Oyerinde and Mayowa-Adebara (2019) examined the influence of work environment on job performance among the staff of polytechnic libraries in Southwest Nigeria and reported that the work environment had a positive and significant impact on job effectiveness. It also supports the study of Stajkovic and Luthans (2018), which indicated that enhanced self-efficacy predicts successful task performance.

A study carried out by Kappagoda (2018) examined the impact of self-efficacy on task performance and contextual performance of employees in the banking sector in Sri Lanka. The results of the study indicated that self-efficacy had significantly and positively correlated with task performance and contextual performance. In the same vein, Adeeko, Aboyade, and Oyewole (2017) examined job satisfaction and self-efficacy as determinants of the job performance of library personnel in selected university libraries in Southwest Nigeria. The study found that the levels of the job performance of library personnel in universities in Southwest Nigeria were high, and there is a significant positive effect of self-efficacy on satisfaction and employee job perception that impacts work-related performance. More so, Kim, et al (2022) in their study revealed that the work environment of librarians in terms of physical facilities, open communication, and motivation is fairly favorable, while personnel emolument was considered not to be favorable at all. This inadequacy is reflected in the job performance of the librarians, as their performance only seems to be fair.

Similarly, Adeeko, Aboyade, and Oyewole, (2017) reported that the majority of academic librarians in Nigerian universities in Southwest Nigeria are satisfied with their work though they were not paid enough. The study further shows that librarians' understudies were more committed to working and doing their jobs effectively. Similarly, Saka and Salman (2014) assessed the level of job motivation and satisfaction as predictors of the job performance of library personnel in Nigerian universities. The study found that the level of the job performance of library personnel is high. Another study carried out by Yaya and Opeke (2015) on the correlation between emotional intelligence, job satisfaction, and productivity of librarians in public universities in Nigeria found that the job performance and productivity of librarians in public universities were high.

Based on the influence of self-efficacy on the job performance of library staff, Lamptey, Boateng, and Antwi (2013) examined the motivation and performance of librarians in public universities in Ghana, with the findings revealing that their motivational level was high and that the motivational level affects the majority of them positively, which in turn, had a positive influence on their job performance. Similarly, Babalola and Nwalo (2013) examined the influence of job motivation on the productivity of each librarian in Nigerian colleges of education. Findings from the study revealed that the majority of the librarians are not productive. Bamgbose and Ladipo (2017) investigated the influence of motivation on employees' performance and productivity in some academic libraries in Lagos State, Nigeria. They found that various forms of motivation like job security, wages and salary, relationships with colleagues, staff appraisal, financial incentives, and rewards were available to the library employees. Findings also revealed that most of the motivational parameters influenced their performance to a very large extent. Another study carried out by Villalobos-

Zúñiga and Cherubini (2020), identified a wide range of factors influencing employees' productivity or job performance and reported that ability and motivation were the major factors that determined their job performance.

The study carried out by Sypniewska, Baran, and *Kłos* (2023) measured the effect of human resource strategies like pay, promotion, and training on job satisfaction, with a focus on a workforce of service-based companies in Polish. Its findings revealed that pay, promotion, and training had a positive and significant impact on the staff. Based on findings on the barriers to the job performance of library staff, Katebi, et al (2022) stated that an average employee looks towards the day when he will earn a promotion, as promotion was considered a reward for past performance and an encouragement to nudge him to continue to excel since promotion motivates behavior. That is why an employee who is denied a promotion for a long time gets frustrated, which translates into poor job performance. Another factor is present pay, which is one of the important factors that determine the performance of an employee because money is satisfied as people have a sentimental attachment to it. Therefore, money can be seen as a symbol of achievement, success, and status, especially when people work to maintain their families and meet their physiological needs. When employees are not properly paid, it affects their performance at work. Furthermore, one of the major factors that influences job motivation and performance is work on the present job. Whether an employee works hard or not, the satisfaction of the job is influenced by the way he perceives the work.

Similarly, Atatsi, Stoffers, and Kil (2019) identified some factors that could equally affect the performance of an employee, including lack of technological know-how or skill and lack of skill owing to the non-availability of lack of opportunities to acquire training, which often affect job performance by the employee. Another factor is a lack of physiological drive, as some people make minimal demands on themselves, have low expectations, and lack the drive. Such individuals appear contented with what they have, however small or big. Employees who lack competitive drive tend to lag behind those who are self-motivated, even if they shy away from responsibility and challenge. Another factor that serves as a barrier to employees' job performance is management ability since one of the key functions of management is to utilize people to accomplish organizational objectives, which requires that the management must not only create a favorable environment in which the employee must work but also motivate employees to greater performance. When management fails to motivate, the employee becomes a liability to the organization.

Managers are the hubs around which the entire organization rotates, and they influence efficiency through the choice of technology to be used because an organization's ability to be productive or not depends on how labor is deployed because an employee with a poor attitude to work and the organization will likely have poor performance. Furthermore, attitude is observable and could be infectious. Therefore, employees with bad attitudes to work tend to fit into McGregor's theory X. Poor attitude could be due to a lack of motivation, poor work design that robs the employee of his intrinsic reward, or factors unconnected with the work environment and beyond the control of management. Finally, the technological factor could also serve as a barrier to the job performance of an employee because the type of technology in an organization may influence an employee's performance. Obsolete equipment reduces output, increases stoppages, and bad products.

Finally, Bamgbose and Ladipo (2017) reported that many library staff were uncertain about the future of their careers, while a lack of complete senior management commitment and support were some of the barriers to the job performance of library staff. From the previous literature review, it is obvious that there is a research concern over the gap in knowledge created by the absence of empirical studies previously conducted in this area of study; hence,

the imperative of an investigation such as this on self-efficacy and job motivation as determinants of performance of library staff in universities in Southwest, Nigeria.

The following is an explanation of the data obtained from this research

Table 1:
Biodata of the Respondents

Gender	Frequency	Percent
Male	123	69.9
Female	53	30.1
Total	**176**	**100.0**
Age		
25-30	43	24.4
31-35	66	37.5
36-40	47	26.7
41-45	5	2.8
46 and above	15	8.5
Total	**176**	**100.0**
Status		
Professional	114	64.8
Para-professional	32	18.2
Supporting Staff	30	17.0
Total	**176**	**100**
Year of Experience		
1-5	65	36.9
6-10	50	28.4
11-15	41	23.3
16-20	20	11.4
Total	**176**	**100**
Qualification		
Ph.D.	24	13.6
Master	39	22.2
BLIS	43	24.4
DLIS	35	19.9
HND	25	14.2
OND	10	5.7
Total	**176**	**100.0**

Results in Table 1 showed the bio-data of the respondents, revealing that 123(69.9%) were males while the dominant age range was between 36 and 40 representing 47(26.7%) and the least range being 41-45 with only 5(2.8%). Similarly, the result showed that the majority 65(36.9%) respondents had 1-5 years of experience, followed by the 6-10 years bracket with 50(28.4%) responses while the least in this category was the 16-20 years bracket with only 20(11.4%). On the respondents' qualifications, the results showed that the majority 43(24.4%) possessed BLIS degree, closely followed by those with MLIS degrees who had 39(22.2%) while those with DLIS 35(19.9%), had the least of the responses. In the ND/HND category, HND Library and Information Science also accounted for 25(14.2%)

as against only 10(5.7%) for the OND in Library and Information Science, aside from the remaining 24(13.6%) who possessed Ph.D. in Library and Information Science. The import of these findings was a display of a wide-ranging characteristics of the study's respondents; an indication of a diverse composition of respondents who have rich and matured features and backgrounds required for collecting reliable data for the study.
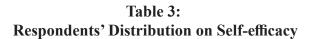
Table 2:
The Extent of Library Staff Job Performance

S/N	Statement	VH	H	L	VL
1	Regularity	99 (56.2%)	73 (41.5%)	4 (2.3%)	-
2	Punctuality	73 (39.2%)	103 (60.8%)	-	-
3	Level of efficiency	69 (39.2%)	99 (56.2%)	8 (4.5%)	-
4	Level of effectiveness	102 (58.0%)	66 (37.5%)	8 (4.5%)	-
5	Reliability under pressure	35 (19.9%)	113 (64.2%)	24 (13.6%)	4 (2.3%)
6	Ability to solve problem at hand	75 (42.6%)	97 (55.1%)	4 (2.3%)	-
7	Job Commitment	119 (67.7%)	57 (32.4%)	-	-
8	Ability to perform official duties with less fatigue	124 (70.5%)	44 (25.0%)	8 (4.5%)	-
9	Ability to combine professional, technical and administrative expertise	110 (62.5%)	50 (28.4%)	12 (6.8%)	4 (2.3%)
10	Ability to perform library work effectively without pressure	107 (60.8%)	69 (38.2%)	-	-

Note: VH+H=High; L+VL=Very Low

The result in Table 2 presented the extent to which the respondents performed their jobs, as the majority (97.7%) indicated a high level of regularity at work, while all of them indicated a high level of punctuality at work. Similarly, 168(95.4%) respondents affirmed that their level of efficiency and effectiveness was high just as another 148(84.1%) stated that their level of reliability under pressure is high. Furthermore, another group of 172(97.7%) affirmed that their level of ability to solve the problem at hand was equally high even as every one of them claimed that their level of job commitment and ability to perform library work effectively without pressure was also high while another 168(95.4%) stated that their ability to perform official duties with less fatigue.

Table 3:
Respondents' Distribution on Self-efficacy

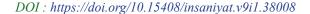| S/N	Statements	SA	A	D	SD
1	Strong enough to overcome job problem	53 (30.1%)	123 (69.9%)	-	-
2	Can endure the workload in my place of work	113 (64.2%)	59 (33.5%)	4 (2.3%)	-
3	Easy for me to stick to and accomplish my goals in my job.	63 (35.8%)	101 (57.4%)	12 (6.8%)	-
4	Know how to handle unforeseen situations inmy work	70 (39.8%)	98 (55.7%)	8 (4.8%)	-
5	Can solve most problems in my work if I invest the necessary efforts	58 (33.0%)	110 (62.5%)	4 (2.3%)	4 (2.3%)
6	Can remain calm when facing difficulties in my job because I rely on my coping ability	59 (33.5%)	109 (61.9%)	8 (4.5%)	-
7	If I am in trouble at my job, I can usually think of a solution	59 (33.5%)	105 (59.7%)	12 (6.8%)	-
8	Feel confident to analyze problems when they occur and find solutions	64 (36.4%)	104 (59.1%)	-	8 (4.5%)

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

Results from Table 3 showed that all the respondents agreed that they were 'strong enough to overcome job problems'; closely followed 172(97.7%) others who agreed that they can 'endure the workload' in their place of work while another 164(93.2%) agreed to 'ease to stick and accomplishing their goals' in their jobs. Similarly, 168(95.5%) agreed that they know how to handle unforeseen situations in their work, and can solve most problems in their work if they invest the necessary efforts; with another 164(93.2%) indicating that they usually think of solutions whenever they encounter challenges on their job; even as 168 (95.5%) agreed that they can remain calm when facing difficulties in their job because they rely on their coping ability, and feel confident to analyze problems when they occur and find solutions.

Table 4:
Respondents' Distribution on Job Performance Motivating Factors

S/N	Statements	SA	A	D	SD
1	Appreciation	143 (81.2%)	29 (16.5%)	4 (2.3%)	-
2	Recognition of service and award	123 (69.9%)	37 (21.0%)	12 (6.8%)	4 (2.3%)
3	Promotion	120 (68.2%)	52 (29.5%)	4 (2.3%)	-
4	Financial incentive	117 (66.5%)	47 (26.7%)	8 (4.5%)	4 (2.3%)
5	Benefits and allowance	109 (61.9%)	63 (35.8%)	4 (2.3%)	-
6	Staff training and development	118 (67.0%)	38 (21.6%)	15 (8.5%)	5 (2.8%)
7	Good working conditions	135 (76.7%)	29 (16.5%)	8 (4.5%)	4 (2.3%)
8	Wages and salary	147 (83.5%)	29 (16.5%)	-	-

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

The results in Table 4 revealed that 172(97.7%) agreed to both 'appreciation and promotion' as well as 'benefits and allowances' as the motivating factors, while 164(93.2%) others agreed to 'good working conditions' just as all the respondents agreed that 'wages and salary' motivate them to perform their jobs. Thus, it can be noted that wages and salary, appreciation, promotion, as well as benefits and allowance are the major motivating factors.

Table 5:
Respondents' Distribution on Extent to which Self-efficacy Influences Performance

S/N	Statements	VGE	GE	SE	LE
1	Self-efficacy level makes me strong enough to overcome job problem	93 (52.8%)	79 (44.9%)	4 (2.3%)	-
2	Can endure the workload in the library through my level of self-efficacy	148 (84.1%)	8 (4.5%)	16 (9.1%)	4 (2.3%)
3	Level of self-efficacy makes it easy for me to stick and accomplish my goals in my job	58 (33.0%)	106 (60.2%)	8 (4.5%)	4 (2.3%)
4	High self-efficacy helps me to handle unforeseen situations	110 (62.5%)	54 (30.7%)	12 (6.8%)	-
5	High self-efficacy helps me to solve most problems in my work if I invest the necessary efforts	79 (44.9%)	89 (50.6%)	8 (4.5%)	-
6	Coping ability helps me to calm down when facing difficulties in my job	101 (57.4%)	75 (42.6%)	-	-
7	When faced with challenges on my job, my level of self-efficacy helps me to think of a solution	126 (71.6%)	46 (26.1%)	4 (2.3%)	-
8	Confident that I have in myself helps me to analyze problems when they occur and find solutions	110 (62.5%)	52 (29.5%)	14 (8.0%)	-

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

Table 5 confirmed the extent to which self-efficacy influences the respondents in performing their jobs, as 172(97.7%) of them claimed that their level of self-efficacy was sufficient to make them strong enough to overcome job problems to a great extent, just as 164(93.2%) others' level of self-efficacy makes it easy for them to stick to, and accomplish their goals on their jobs, and to handle the unforeseen situation was great. Meanwhile, all the respondents indicated that their coping ability helps them to calm down when facing difficulties on their jobs, to a great extent while 172(97.3%) affirmed that the extent to which their self-efficacy helps them to think of a solution when facing difficulties on their job was great.

Table 6:
Respondents' Distribution on Extent of Job Motivation Influence on Performance

S/N	Statements	VGE	GE	SE	LE
1	Appreciation	90 (51.1%)	86 (48.9%)	-	-
2	Recognition of service and award	99 (56.2%)	77 (43.8%)	-	-
3	Promotion	117 (66.5%)	51 (29.0%)	4 (2.3%)	4 (2.3%)
4	Financial incentive	105 (59.7%)	59 (33.5%)	4 (2.3%)	8 (4.5%)

5	Benefits and allowance	139 (79.0%)	33 (18.8%)	4 (2.3%)	-
6	Staff training and development	125 (71.0%)	43 (24.4%)	8 (4.6%)	
7	Good working condition	111 (63.1%)	50 (28.4%)	10 (5.7%)	5 (2.8%)
8	Wages and salary	97 (55.1%)	58 (33.0%)	13 (7.4%)	8 (4.5%)

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

The result in Table 6 confirmed the extent to which job motivational factors influenced performance. The result showed that all the respondents claimed that appreciation and recognition of services and awards motivate them to a great extent, just as another 168(97.7%) indicated promotion, staff training and development as their motivators, to a great extent. For another group of 164(93.2%) respondents, 'financial incentive' motivates their performance to a great extent, just as 172(97.8%) others affirmed 'benefits and allowance' as their motivators, to a great extent, while 161(91.5%) indicated 'good working condition', to a great extent with another 155(88.1%) indicating 'wages and salary'.

Table 7:
Respondents' Distribution on Barriers to the Job Performance

S/N	Statements	SA	A	D	SD
1	Unwillingness by library authorities to train staff for the future	79 (44.9%)	73 (41.5%)	2 4 (13.6%)	-
2	Uncertainty of library staff about the future of their career	33 (18.8%)	98 (55.7%)	4 1 (23.3%)	4 (2.3%)
3	Lack of complete senior management commitment and support	75 (42.6%)	68 (38.6%)	2 1 (11.9%)	1 2 (6.8%)
4	Poor organizational climate in the library	77 (43.8%)	67 (38.1%)	2 4 (13.6%)	8 (4.5%)
5	Inadequate funding to support the career development programme	69 (39.2%)	79 (44.9%)	1 2 (6.8%)	1 6 (9.1%)
6	Lack of technological know-how or skills	21 (11.9%)	8 (4.5%)	6 9 (39.2%)	7 8 (44.3%)

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

Table 7 identifies barriers to job performance among the respondents including unwillingness of library authorities to train staff for the future (86.4%); inadequate funding to support career development programmes (84.1%); poor organization climate in the library (81.9%); lack of complete senior management commitment and support (81.2%), and uncertainty of library staff about the future of their career (74.5%), in that order.

Table 8:
ANOVA Result on Joint Contribution of Self-efficacy and Job Motivation on Performance of Library Staff

R	R Square	Adjusted R Square		Std. Error of the Estimate
.290	.210	.111		2.9543
Analysis of Variance (ANOVA)				
Model	Sum of Squares	DF	Mean Square	F-ratio
Regression	4 32.112	2	135.731	

Residual	2542.510	173	12.702	12.942
Total	2974.622	175		

Table 8 shows the joint contributions of self-efficacy and job motivation on the performance of library staff. The result shows the coefficient of multiple correlations (R=.290 and a multiple R^2 of .111). This means that 11.1% of the variance is accounted for by the two predictors when taken together. The significance of the composite contributions was tested at P< .05. In addition, the table shows that the analysis of variance (ANOVA) for the regression yielded an F-ratio of 12.942 (significant at 0.05 level). This implies that the joint contributions of the independent variables (self-efficacy and job motivation) to the dependent variable (library staff job performance) were not significant. Therefore, the null hypothesis is accepted.

Every organization, of which libraries are part of them, aims at high productivity and performance of their employee without which the goal and objective of such an organization cannot be realized. Thus, the efficiency of a library depends immensely on factors such as self-efficacy, job motivation, and attitudes of the staff towards their job and their level of job performance. This study therefore investigated the relationship among self-efficacy, job motivation, and job performance of library staff in selected universities in Southwest, Nigeria. Based on the first objective of the study, it was found that the extent to which library staff performed their job in the library was high. This is because the majority of the respondents claimed that the level of punctuality, job commitment, and ability to perform library work effectively without pressure among others was high. This finding agrees with those of Adeeko, Aboyade and Oyewole (2017) and Kappagoda (2018) in which the levels of the job performance of library personnel in the universities studied were found to be high.

Furthermore, the study examined library staff's self-efficacy in the selected universities and found that most of them held a positive opinion about themselves, by claiming that they were strong enough to overcome job problems. A high level of self-efficacy in employees is important when carrying out the duties in an organization. In support of this, Lucas and Cooper (2006) postulated that library personnel with high self-efficacy are generally of the opinion that they are in control of their own lives while library personnel with low self-efficacy see their lives as somewhat out of their hands. This means that a strong sense of competence facilitates cognitive processes and performance, and people with high self-efficacy choose to perform more challenging tasks, allowing people to select challenges, explore their environments, or create new ones. The study identifies factors that motivate library staff to perform their job in the selected universities in Southwest, Nigeria. The study found that wages and salary; appreciation; promotion; benefits and allowance are the major factors that motivate the respondents to perform their jobs in the library. This finding corroborates those of Bamgbose and Ladipo (2017), who found that job security, wages, and salary, relationship with colleagues, staff appraisal, financial incentives, and rewards are some of the motivational factors that motivate staff to perform effectively in an organization. This shows that if an employee were properly motivated it would in turn improve their job performance. In support of this finding, Saka and Salman (2014) reported in their study that the majority of their respondents were moderately motivated, translating into improved job performance.

Based on the extent to which self-efficacy influences the performance of library staff in the selected universities, the study found the extent to which self-efficacy influences the performance of library staff greatly. This is because most of the respondents claimed that their coping ability helps them when facing difficulties on their jobs, and that when they

are faced with challenges in their jobs, their level of self-efficacy helps them to think of a solution. In support of this finding, Palamarchuk and Vaillancourt (2021) reported that low self-efficacy is associated with depression, anxiety, and helplessness and a strong sense of competence that facilitates cognitive processes and performance. Therefore, people with high self-efficacy choose to perform more challenging tasks, allowing people to select challenges, explore their environments, and create new ones. This finding agrees with that of Salman, Khan, Draz, Iqbal, and Aslam (2016) that self-efficacy has a strong relationship with job performance.

However, the finding of this study is against the work of Mustafa, Glavee-Geo, Gronhaug, Almazrouei (2019) which reported that self-efficacy and performance relationship are diminished under conditions of high formalization and high organization. Furthermore, the study examined the extent to which job motivation influences the performance of library staff in the selected universities and found that appreciation, benefit and allowance, recognition of services, and awards are the major motivational factors that influence the employees to perform their jobs largely. This finding was in line with that of Bamgbose and Ladipo (2017), who confirmed that job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and rewards were available to the library employees; and that most of these motivational parameters influenced the performance of the library employees, to a very great extent.

On the barriers to job performance of library staff in the selected universities, the study found these to include unwillingness by library authorities to train staff for the future, inadequate funding to support career development programmes, poor organizational climate in the library, lack of complete senior management commitment and support, and uncertainty of library staff about the future of their careers. These agree with those of Katebi, et al (2022) as well as Bamgbose and Ladipo (2017), who reported similar barriers, probably since their study was also carried out among librarians in an academic environment. The study's hypothesis, which stated that self-efficacy and job motivation will not jointly determine the performance of library staff in selected universities in Southwest, Nigeria, was accepted, even as the joint contribution of the independent variables (self-efficacy and job motivation) to the dependent variable (library staff job performance), was not significant. This is because 11.1% of the variance is accounted for by the two predictors when taken together. This means that the combination of self-efficacy and job motivation will not influence the performance of library staff, which contradicts the findings of Helsin and Klehe (2006), who reported that self-efficacy and motivation cause people to strive to improve their assumptions and strategies, rather than look for excuses.

Conclusion

The study established that the combination of self-efficacy and job motivation did not jointly determine the performance of library staff in selected university libraries in Southwest, Nigeria, notwithstanding that self-efficacy and job motivation, individually, influenced their performance, to a great extent. The study recommends as follows: First, although library staff in the selected institutions were found to perform their jobs highly, still, they still have to improve on their performance, as there will always be room for improvement; Second, library staff should be continually and adequately motivated to boost their morale for efficiency and higher productivity; Third, library staff should be given opportunities to participate in workshops, seminars and training especially outside their domain to learn what others are doing that will enhance their job performance; and Fourth, since the findings show that self-efficacy and job motivation have a great influence on the performance of library staff, therefore, appraising the staff performance will ensure that the factors that make for

job motivation are still in place before deciding on whether a librarian is performing well or badly and take responsibility for management induced inefficiency.

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