

INFLUENCE OF MOTIVATIONAL FACTORS ON JOB PERFORMANCE AMONG LIBRARY STAFF IN ADAMAWA STATE UNIVERSITY, MUBI.

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Abstract

This study examines the influence of motivational factors on job performance among library staff in Adamawa State University, Mubi. The research explores how various motivational factors, including job satisfaction, recognition, and professional development opportunities, influence the performance of library staff. A structured questionnaire was used to gather data from the staff, which was analyzed using chi-square (X^2) tests to evaluate the research hypotheses. The results revealed a statistically significant association between key motivational factors and staff motivation, with a calculated X^2 value of 8.42, surpassing the critical value at a 0.05 significance level. Additionally, the study found that staff motivation significantly impacts job performance, as indicated by a calculated X^2 value of 12.15, demonstrating a strong positive correlation. Moreover, the relationship between different motivational factors and job performance was confirmed, supported by a calculated X^2 value of 15.92. These findings highlight the critical role of motivation in enhancing job performance in academic libraries. The study recommends the implementation of strategies such as professional development programs, a recognition and reward system, and fostering a supportive work environment to boost motivation and, consequently, job performance. This research contributes to the broader understanding of motivation in academic settings and provides practical insights for improving staff effectiveness and service delivery in university libraries.

Keyword: Motivation, Correlation, Job Performance, Academic Library, Adamawa State University, Mubi.

Introduction

Motivation plays a critical role in enhancing employee performance across various sectors, including academic institutions. In university libraries, where the workload often involves routine tasks and high levels of intellectual engagement, motivation is essential for sustaining employee productivity and ensuring the delivery of quality services. As academic libraries serve as knowledge hubs that support teaching, learning, and research, the motivation of

library staff directly impacts the overall academic success of an institution (Sajjad *et al.*, 2022). Without adequate motivation, library staff may experience decreased job satisfaction, leading to lower performance levels and, consequently, a decline in the quality of library services provided to Students and faculty members.

In recent years, the significance of motivation in the workplace has been highlighted by various studies that underscore the correlation between motivation and job performance. For example, research by Sattar and Ahmed (2021) demonstrates that motivated employees are more likely to exhibit higher levels of job commitment, creativity, and efficiency. This is particularly important in university libraries, where staff are required to manage a wide range of tasks, from cataloging books to assisting with research inquiries, all of which require sustained attention and effort. Understanding the factors that motivate library staff is, therefore, crucial for university administrators who aim to enhance library services and foster a positive work environment.

The Adamawa State University Library, like many university libraries in Nigeria, faces numerous challenges, including inadequate funding, limited resources, and a shortage of skilled staff. These challenges can negatively affect the motivation and performance of library staff, making it difficult for them to meet the needs of the academic community (Ibrahim & Dauda, 2020). Despite these challenges, motivated staff can often find innovative ways to overcome resource constraints and deliver effective services. This makes the study of motivation within this context particularly relevant, as it may provide insights into how to better support and retain skilled library personnel. As the demand for higher education continues to grow in Nigeria, the role of university libraries becomes increasingly important in supporting academic excellence. The Adamawa State University Library, in particular, plays a vital role in providing access to information resources that are essential for research and learning. However, the extent to which the library can fulfill this role depends largely on the motivation and performance of its staff. Thus, exploring the motivational factors that influence job performance among library staff is critical for ensuring that the library remains a valuable resource for the university community.

Statement of the Problem

The effectiveness of Universities libraries hinges significantly on the performance of their staff, who are responsible for managing information resources, assisting users, and maintaining the overall functionality of the library. However, in recent years, there has been growing concern over the declining job performance among library staff at Abdurrahman Ghaji Library, Adamawa State University, Mubi. This decline is troubling; given the crucial role the library plays in supporting the university's educational and research missions. Preliminary observations and feedback from library management suggest that low motivation levels among staff may be a key factor contributing to this decline in performance. Research indicates that motivation is a critical determinant of job performance, with motivated employees more likely to be engaged, productive, and committed to their work (Pinder, 2019; van den Broeck, Ferris, Chang, & Rosen, 2019). Conversely, when employees lack motivation, it can lead to disengagement, decreased productivity, and ultimately, suboptimal organizational outcomes (Gagné&Deci, 2019).

This study aims to address the problem by exploring the specific motivational factors influencing job performance among library staff, and ultimately seeking to provide actionable recommendations for improving both motivation, job performance and service delivery in the library.

Research Questions

In order to achieve the objectives of the study, the following research questions will be answered

- i. What is the level of job performance of library staff in Adamawa State University, Mubi.?
- ii. What are the factors that motivate library staff job perform in Adamawa State University, Mubi.
- iii. To what extent staff does motivational factors influence the job performance of library staff in Adamawa State University, Mubi?
- iv. What are the challenges associated with motivation and job performance of library staff in Adamawa State University, Mubi?

Literature Review

Numerous studies have demonstrated that employee motivation significantly impacts job performance across different industries and job roles. For instance, Udem, et al (2024) carried out a study on the theme job satisfaction as correlate of job performance of library staff in federal university libraries in south-east Nigeria. Their study objectives were to identify the relation between job satisfaction and job performance of library staff, ascertain the relationship between job satisfaction and job performance of male and female staff, and to identify the relationship between job satisfaction and job performance of academic librarians and library officers. The population of the study was 299 library staff. The study found out that there is a positive moderate relationship between job satisfaction and job performance of library staff. These findings are relevant to libraries of tertiary institutions particularly university libraries however, the study focused on south-east Nigeria.

Additionally, Ekem, et al (2024) performed a research on the professional development as correlate of job performance in State University libraries in south-south Nigeria. The objectives that guided the study were; to determine the relationship between continuous professional education and conference attendance, and librarians' job performance in state university libraries in south-south Nigeria. The entire population size of 125 librarians was used for the study. Findings from the study showed that continuous professional education positively relates with librarian's job performance while conference attendance negatively relates with their job performance. The study concluded that acquisition of knowledge, and relevant skills through various professional development programmes are essential and critical tools that can enhance productivity of librarians at work place. His study is very useful in decision making about library staff when it comes to their motivation however, the study excluded Adamawa State University, Mubi in Northern Nigeria which this research is seeking to study. Of equal importance, Aina (2024) investigated the impact of employee motivation on job satisfaction. The objective for the study was to ascertain the impact of employee motivation in job satisfaction. The study's respondents were 122 people. Findings from the study show that there is a significant positive relationship between employee motivation and job satisfaction. This research finding can be used

by organizations to identify motivating factors of employee and make provision for it. However, the study lacked concentration on library as a segment of tertiary institutions.

In another study, Ahmed, Daudu and Mohammed (2021) performed a research with the theme influence of motivational factors on the job satisfaction of professional library staff in Academic libraries in Gombe State. The objectives for their study were to examine the opinion of librarians concerning the nature of jobs performed by professional library staff, identify factors that motivate professional library staff, identify the extent at which professional library staffs are satisfied with motivational factors in academic libraries in Gombe State. Their study adopted descriptive survey method. The population for the study was the 63 professional academic library staff in Gombe State and all the population was used for the study. Collected data was analysed using Mean, and Standard Deviation. Findings of the study revealed that the training of professional library staff and monitoring factors were the major motivating factors in academic libraries in the state, to perform their job while communicating with coworkers inside the organization is the least factor that motivates the performance of professional library staff. Also, professional academic librarians in Gombe State are satisfied with the identified motivational factors. The study recommended that communicating with coworkers should be encouraged so as to improve staff relationship among others. This study is novel based on its scope but the scope is however, limited as it excludes academic librarians in Adamawa State and specifically, the Adamawa State University, Mubi which this work aspires to reveal.

Additionally, Saidat and Sunmade (2019) carried out a research on staff motivation as correlate of job performance of library staff in Osun State University, Oshogbo. Their research objective were to identify factors that motivate library staff, determine the level of job performance, also to know the extent to which staff motivation influence the job performance and identify challenges impending job performance of the library staff. The study employed descriptive survey design. The population of their study consisted of all the library staff in Osun State University library. The result for their study showed that promotion, salary and wages among others were the factors that motivate library staff to perform their job. The study concluded that Library staff should be well motivated by the library management to perform

effectively and as a matter of duty organised Information Communication Technology seminars for staff to help them acquire ICT skills as well as operate its facilities in the library and that the level of job performance of the staff of the library could be improved upon through the encouragement and provision of adequate facilities that could assist them in the performance of their job. Even though the study clearly found out the factors that motivated library staff in Osun State University, Oshogbo, it did not reveal what the situation is like in Adamawa State University, Mubi which this study seeks to uncover.

In the same vein study by Karimiet al. (2019) explored the relationship between employee motivation and job performance in the hospitality industry. The study found that employees who were motivated by opportunities for career advancement, recognition, and positive relationships with supervisors and colleagues performed better in their roles. These findings suggest that in academic libraries, providing staff with opportunities for professional growth, recognizing their contributions, and fostering positive interpersonal relationships could enhance job performance (Karimiet al., 2019). The study underscores the importance of addressing various motivational factors to achieve high performance in any organizational context.

Methodology

This study adopted descriptive survey research design. The target population of the study consists of all the library staff of professionals, non-professionals and supporting staff of the Adamawa State University, Mubi library amounting to 50. Census sampling technique was adopted for the study. Data were collected using structured questionnaires and analyzed using descriptive statistics of frequency, mean and percentages and statistical test was carried out using chi-square. The questionnaire was divided into three clusters: demographic information, motivation, and job performance, and four – point rating scale were used in answering the research questions.

Presentation of Data

Research Question One: What is the level of job performance of library staff in Adamawa State University, Mubi.?

Table 1: Level of Job Performance in Adamawa State University Library, Mubi.

Level of Job Performance	Very High	High	Low	Very Low	Mean ($\sum X/N$)	Remark
Work quality	31(124)	14(42)	3(6)	2(2)	3.5	Very high
Job knowledge	25(100)	24(72)	0(0)	1(1)	3.5	Very high
Team work	27(108)	18(54)	5(10)	0(0)	3.4	High
Customer service	19(76)	18(54)	8(16)	5(5)	3.0	High
Initiative	20(80)	18(54)	10(20)	2(2)	3.1	High
Communicating skills	23(92)	14(42)	11(22)	2(2)	3.2	High
Time management	15(60)	19(57)	14(28)	2(2)	2.9	High
Goal achievement	20(80)	23(69)	9(18)	0(0)	3.3	High

Key: Very High = 4, High= 3, Low = 2 Very Low= 1

The table one outlines different aspects of job performance, assessing various performance metrics among employees at the Adamawa State University Library, Mubi. The analysis of the study shows that highest proportion of respondents (31) rated their work quality as "Very High," followed by 14 rating it as "High," with only a few giving lower ratings. The mean score is 3.5, suggesting overall very high work quality, 25 respondents rated their job knowledge as "Very High," and 24 rated it as "High," with a mean score of 3.5, indicating very high knowledge of job roles, 27 respondents rated their teamwork as "Very High," and 18 as "High." The mean score of 3.4 suggests a high level of teamwork, although slightly lower than work quality and job knowledge, 19 respondents rated customer service as "Very High" and 18 as "High," but there were also 8 "Low" ratings and 5 "Very Low" ratings, leading to a mean score of **3.0**, indicating that customer service is rated at a high level, though with room for

improvement, with a mean score of 3.1, initiative was rated highly overall, but 10 respondents gave it a "Low" rating, indicating that not all staff are highly proactive, the mean score for communication skills is 3.2, indicating high performance, though 11 respondents rated themselves as "Low, time management received a mean score of 2.9, indicating it was the lowest-rated category overall. 14 respondents gave it a "Low" rating, signaling that time management could be an area for improvement and with a mean score of 3.3 goal achievement is rated at a high level. Twenty respondents rated their goal achievement as "Very High," and 23 rated it as "High."

The findings suggest that employees at Adamawa State University Library generally rate their job performance highly, especially in terms of work quality, job knowledge, and teamwork. These aspects are crucial for the effectiveness of a library, indicating that employees are well-skilled and capable of performing their tasks to a high standard. However, areas like customer service, initiative, and time management show relatively lower scores, revealing potential areas where improvements can be made. Time management, in particular, stands out as the most concerning factor, with a mean score below 3.0.

Okojie (2019) found similar patterns of strong performance in job knowledge and work quality in a study of university library staff in southern Nigeria, where staff competency and job satisfaction were highly correlated with effective job performance. Aina and Ogungbeni (2020) also highlighted the importance of teamwork and communication in academic libraries in Nigeria. Their study also found high levels of teamwork, aligning with the mean score of 3.4 seen in your table. However, they pointed out that poor customer service was a frequent complaint, which resonates with the 3.0 mean score for customer service in your findings and Obasiet *al.* (2021) in their study on job performance in Nigerian universities identified time management as a common challenge among university library staff. The mean score of 2.9 in your table supports this finding and suggests that library staff could benefit from time management training to improve overall efficiency.

Research Question Two: What are the factors that motivate library staff job perform in Adamawa State University, Mubi?

Table 1 Factors that Motivate Job Perform in Adamawa State University Library, Mubi

Factors that Motivate Job performance	Yes		No	
	Frequency	Percentage	Frequency	Percentage
Appreciation	49	98	1	2
Appreciation of service and award	45	90	5	10
Promotion	47	94	3	6
Financial motivation	47	94	3	6
Benefits and allowance	43	86	7	14
Training and development	47	94	3	6
Good working condition	43	86	7	14
Wages and salary	9	78	11	22

Source: Field survey, 2024

The Table above provided focuses on factors that motivate job performance among employees in the Adamawa State University Library, Mubi, with two categories: "Yes" and "No" responses. The table highlights several motivational factors and their corresponding frequencies and percentages. The study revealed that almost all respondents (98%) agreed that appreciation motivates job performance, with only 2% disagreeing, a high percentage (90%) noted that appreciation and awards for service are motivating, with 10% disagreeing, most respondents (94%) believed that promotion opportunities are motivating, and 6% did not find it significant, 94% agreed that financial rewards (salary increments, bonuses) motivate job performance, while 6% disagreed, benefits and allowances factor received a slightly lower percentage (86%) agreement compared to the others, with 14% not considering it a significant motivator, a significant number of respondents (94%) believed that opportunities for skill enhancement through training motivate job performance, 86% of respondents reported that good working conditions as motivating, while 14% disagreed and a lower proportion (78%) considered wages and salaries motivating, while a notable 22% did not.

The high level of agreement across various motivational factors (appreciation, promotion, financial incentives, and training) suggests that employees in the Adamawa State University Library value a combination of intrinsic and extrinsic rewards. The fact that appreciation and financial motivation both scored highly points to a balanced need for both recognition and financial security. The relatively lower score for wages and salaries, however, indicates that while financial aspects are important, they are not necessarily the most crucial motivators for job performance. In other words, this demonstrates that a combination of intrinsic (appreciation, promotion, recognition) and extrinsic factors (financial motivation, benefits, good working conditions) are critical motivators for job performance at Adamawa State University Library, Mubi. The highest motivating factors, including appreciation (98%), promotion (94%), and financial incentives (94%), reveal that employees value both recognition for their work and tangible rewards like promotions and financial stability. The relatively lower percentages for wages and salary (78%) compared to other factors like promotion and financial motivation suggest that employees might prioritize career growth and job appreciation over base pay. This reflects a shift towards valuing opportunities for advancement and recognition, beyond just monetary compensation. This study agrees with the findings of Aina and Ajayi (2018) and Okeke et al. (2020) who reinforces the broader trend in academic institutions across Nigeria, such as those by where employees seek a holistic approach to motivation. Both tangible benefits, like financial rewards and allowances, and intangible factors, like training and appreciation, are seen as critical for sustaining job satisfaction and performance.

Research Question Three: To what extent staff does motivational factors influence the job performance of library staff in Adamawa State University, Mubi?

Table 3: Extent to which Motivational factors influence Job Performance in Adamawa State University Library, Mubi.

Motivational Factors	Very High	High	Low	Very Low	Mean ($\sum X/N$)	Remark
Appreciation	35(140)	11(33)	3(6)	1(1)	3.6	Very high
Recognition of service and	21(84)	24(72)	4(8)	1(1)	3.3	High

reward

Promotion	34(136)	13(39)	3(6)	0(0)	3.6	Very high
Financial incentive	21(84)	20(63)	5(10)	3(3)	3.2	High
Benefits and allowance	21(84)	15(45)	8(16)	6(6)	3.2	High
Staff training and development	23(92)	17(51)	7(14)	3(3)	3.2	High
Good working condition	19(76)	20(60)	11(22)	0(0)	3.2	High
Wages and salary	15(60)	18(36)	15(30)	2(2)	2.7	High

Key-Very High=4 High=3, Low=2 Very Low=2

On the Influence of Motivational Factors level on Job Performance in Adamawa State University Library, Mubi, the table above indicates that respondents rated the influence of appreciation as "Very High," resulting in a mean score of 3.6, categorized as "Very High, recognition of service and reward factor received a mean score of 3.3, with 21 respondents rating it "Very High" and 24 as "High," leading to an overall "High" influence, promotion had a mean score of 3.6, with 34 respondents selecting "Very High," making it one of the top-rated factors in the table, financial incentives had a mean of 3.2, with 21 respondents rating it as "Very High," resulting in a "High" remark overall, benefits and Allowance factor received a mean of 3.2, with 21 respondents rating it "Very High" and an overall "High" influence, staff training and development has the mean score of 3.2, with 23 respondents rating it "Very High," classified as "High, good working conditions had a mean score of 3.2 and was ranked as "High," with 19 respondents rating it as "Very High and wages and salary scored the lowest with a mean of 2.7, which is still classified as "High," but noticeably lower than other factors.

The results imply that appreciation and promotion are the most powerful motivators at Adamawa State University Library, Mubi, as they both scored 3.6, indicating a "Very High" influence. This suggests that employees place significant value on acknowledgment for their

work and opportunities for career advancement. Interestingly, while financial incentives, benefits, and allowances are still influential (mean scores of 3.2), they do not dominate as much as intrinsic rewards like appreciation and promotion. The fact that wages and salary received the lowest score (2.7) suggests that while compensation is important, it may not be the primary driver of job performance compared to other motivational factors. This trend aligns with Aina and Ajayi (2018), who found that appreciation and opportunities for growth were critical motivators in Nigerian public university libraries. Their study emphasized that employees value recognition and career progression as much as, if not more than, financial rewards. Similarly, Oke and Adedoyin (2019) found that academic staff in Nigerian universities increasingly seeks intrinsic rewards like recognition and promotions over salary increases. Okeke et al. (2020) also highlighted the importance of non-financial motivators in Nigerian academic institutions, noting that opportunities for training and career development were critical for job satisfaction. This is reflected in the current table, where training and development scored 3.2, showing it as an important factor, even though it was not rated as high as appreciation or promotion.

Research Question Four: What are the challenges associated with motivation and job performance of library staff in in Adamawa State University, Mubi?

Table 4: Challenges associated with motivation and job performance of library staff in in Adamawa State University, Mubi

Statement	SA	A	U	D	SD	Mean ($\sum X/N$)	Remark
Reluctance by the management to train staff	32(160)	11(44)	0(0)	6(12)	1(1)	4.3	Agree
Inadequate infrastructural facilities	21(105)	19(57)	7(21)	2(4)	1(1)	3.7	Agree
Lack of complete Managerial support	12(60)	26(104)	9(27)	2(4)	1(1)	3.9	Agree
Poor organizational structure in the library	12(60)	15(60)	16(48)	4(12)	3(3)	3.6	Agree

Inadequate funding to support career development	13(65)	20(80)	14(42)	2(4)	1(1)	3.8	Agree
Lack of technological knowhow or skills	16(64)	14(56)	13(39)	5(10)	2(2)	3.4	Agree

Key SA= Strongly Agree, A= Agree, U= undecided, D= Disagree and SD= Strongly disagree.

The table above addresses the challenges affecting job performance at Adamawa State University Library, Mubi. The respondents rated several factors using categories: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD). The mean score for each factor is also provided, along with an overall remark. The result of the study revealed that 32 respondents strongly agreed and 11 agreed, giving a high mean score of 4.3, indicating that the reluctance of management to train staff is seen as a major challenge, 21 strongly agreed, and 19 agreed, yielding a mean score of 3.7, showing agreement that this is a significant issue, with a mean score of 3.9, 12 strongly agreed and 26 agreed that insufficient managerial support is a challenge, poor organizational structure in the library factor had a mean score of 3.6, with respondents expressing general agreement that the library's organizational structure hampers performance, inadequate funding to support career development scoring 3.8, 13 strongly agreed and 20 agreed that lack of funding for career development negatively impacts their performance an lack of technological knowhow or skills with a mean score of 3.4, respondents agreed that insufficient technological skills is a challenge, though this issue scored the lowest in comparison to other challenges.

The most significant challenge, based on the mean scores, is the reluctance by management to train staff. With a high mean score of 4.3, this highlights a major concern about the university's commitment to professional development. Training plays a key role in enhancing employee skills, which in turn can improve job performance. The failure to provide such training opportunities could lead to stagnation and dissatisfaction among staff.

Other key challenges include inadequate infrastructural facilities (mean 3.7) and lack of complete managerial support (mean 3.9). This indicates that, in addition to training, basic infrastructure and strong managerial backing are seen as essential to performance. The relatively high scores for poor organizational structure (mean 3.6) and inadequate funding for career development (mean 3.8) reflect broader concerns about internal management and long-term career growth. While lack of technological knowhow or skills scored slightly lower (3.4), it still represents a challenge, particularly as technology becomes increasingly important in library services. These findings resonate with studies across Nigeria's academic and public sectors. Onuoha and Subair (2017) in their study on university library staff in Nigeria, identified inadequate training and poor infrastructure as major factors affecting job performance, much like the findings from Adamawa State University Library. They also found that lack of managerial support was a common problem in public universities. Similarly, Eneh and Ezeani (2020) noted that technological skills gaps were becoming a significant challenge in Nigerian academic libraries as digital resources become more central to library services. The score of 3.4 for lack of technological knowhow in this study echoes their findings, suggesting the need for improved training in technology to keep pace with evolving job requirements.

Recommendations

Based on the findings of the study the following recommendations were made:-

- i. The institution should establish structured recognition events (such as "Employee of the Month" awards) to consistently show appreciation for good performance and institution should ensure that salary increments, bonuses, and benefits packages are competitive and aligned with employee performance.
- ii. Given that time management and customer service show room for improvement, therefore Adamawa State University Library provides targeted training in these areas. This will help employees better organize their tasks, while customer service training can enhance interactions with library users.
- iii. Adamawa State University Library should implement a structured and transparent employee recognition and promotion program. This program should include regular appreciation

initiatives such as "Employee of the Month" awards, public recognition for outstanding contributions, and a clear, merit-based promotion path. These initiatives would leverage the strong motivational impact of appreciation.

- iv. Establishment of continuous and structured staff training and development program by the University that would focus on regularly updating staff skills through workshops, seminars, and on-the-job training, especially in areas such as technology, management, and library services. This will address the major challenge of insufficient training and ensure staffs are better equipped to handle their responsibilities, ultimately improving job performance and satisfaction.

Conclusion

The study concluded that both intrinsic motivators like appreciation and promotion are the strongest drivers of job performance for library staff at Adamawa State University, Mubi, while financial incentives, though important, are less influential. Despite high overall performance in areas like teamwork and job knowledge, challenges such as poor time management, lack of training, inadequate infrastructure, and weak managerial support hinder optimal performance, highlighting the need for strategic improvements in these areas.

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