

INFLUENCE OF JOB MOTIVATION ON THE PERFORMANCE OF LIBRARIANS IN PUBLIC COLLEGES OF EDUCATION IN NORTH CENTRAL NIGERIA

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Abstract

The study investigated the influence of job motivation on the performance of librarians in Colleges of Education in the North Central Nigeria. Descriptive Survey research design was adopted for the study. Population was 93 librarians from the fourteen public Colleges of Education with a sample size of 56 librarians in seven selected Public Colleges of Education in North Central, Nigeria. Data collected were analysed using mean, standard deviation, and Chi-Square for answering of research questions and testing of research hypotheses respectively. The study revealed that, promotion has significant influence on job performance of librarians in Colleges of Education in the study area ($\chi^2 = 3, 70.71, P = .000$). Also, prompt payment of salary significantly influences job performance of librarians in Colleges of Education in the zone ($\chi^2 = 3, 68.86, P = .000$). Furthermore, there are influences of office environment on job performance of librarians in Colleges of Education in North Central, Nigeria ($\chi^2 = 3, 38.43, P = .000$). It was also found that there are influences of staff development on job performance of librarians in Colleges of Education in the zone ($\chi^2 = 3, 69.29, P = .000$). It was recommended among other things that, authorities of Colleges of Education and the government should ensure promotion of librarians as and when due as a way of enhancing job satisfaction and their performance. There should be prompt payment of salaries and wages of College librarians as a way of creating job satisfaction and promoting job performance in Colleges of Education.

Keywords: Job motivation, Job performance, Librarians, Colleges of Education

INTRODUCTION

One of the challenges affecting most institutions and organisations in Nigeria is poor performance of workers in the public institutions. The aim of every organisation is to ensure high performance through effective human resource management, however, not every organisational set up is taking the right measures in achieving this goal. The role of human resource manager is evolving with the change in competitive market environment and the realisation that human resource management must play a strategic role in the success of an organisation. Organisations that do not place emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources. With the increase in competition, locally and internationally, organisations must become more adaptable, resilient, agile, and customer-focused to succeed (Nnabife, 2009). In addition, within this change in environment, the human resource professionals have to evolve to become strategic partner, an employee sponsor or advocate, and a change mentor within the organisation. In order to succeed, human resource must be business driven with a thorough understanding of the organisation's big picture and be able to influence key decisions and policies. In general, the focus of today's human resource manager is on strategic personnel retention by creating the conditions that are necessary for motivation and job motivation among employees in every organisation including libraries.

Consequently, librarians like other employees need to be motivated by creating conditions that make them satisfied with their jobs in order to raise their level of performance. Academic libraries specifically aim at promoting the education process in the society, accelerating the translation of knowledge into social action, enabling the individual to obtain spiritual, inspirational and recreational activity through reading and therefore the opportunity of interacting with the society's wealth of accumulated knowledge and preserving the cultural heritage and effecting the transfer of knowledge from one generation to the next (Gamlath, and Kaluarachchi, 2014). Librarians occupy a central position in education and as such can be regarded as an important aspect of the educative process. They are essential to the success of all educational programmes. The development of education requires the establishment of a network of supporting libraries to provide the necessary information services. Libraries as an ally of education can play a vital role in character building and formation, in the development of abilities as well as providing necessary weapons for combating social and economic problems.

A good library, well equipped and stocked with books can help students acquire knowledge through inspirational books that may turn the fortune of their lives. Libraries have indeed an important role to play in balanced, integrated, social and economic development. They are an essential tool in providing opportunities for personal advancement and development. They relieve individual frustration and act as a unifying force in the society. Libraries viewed in this perspective could be seen as a form of insurance against social disintegration and decay and not only the intellectual centre it serves. The library is a training centre for children and adults alike coming from different ideological backgrounds. It provides opportunities for self-study and self-discipline and observance of and obedience to set rules and regulations as well as giving them a sense of social responsibilities (Ojo and Olorunyomi, 1990).

Management influences and determines the performance of employees. But many managers in Colleges of Education in the North Central States of Nigeria are lacking in the elementary principles of creating conditions that will result in job motivation for librarians to stimulate higher performance. This is the reason why there is poor quality of work done by the librarians, lateness to work, absenteeism and lack of commitment due to poor motivation of librarians in Colleges of Education in North Central States of Nigeria which is one of the reasons for low performance and productivity. However, there is knowledge and geographical gap on the subject matter in the area of study. Thus, the aim of this study is to investigate the influence of job motivation on job performance of librarians in Colleges of Education in the North Central States of Nigeria.

HYPOTHESES

The following hypotheses are formulated to guide the study:

- HO₁: Promotion does not significantly influence job performance of librarians in Colleges of Education in the North Central States of Nigeria.
- HO₂: Payment of salary does not significantly influence job performance of librarians in Colleges of Education in the North Central States of Nigeria.
- HO₃: Office environment does not significantly influence job performance of librarians in Colleges of Education in the North Central States of Nigeria
- HO₄: Staff development does not significantly influence job performance of librarians in Colleges of Education in the North Central States of Nigeria.

RESEARCH METHOD

Descriptive Survey research design was adopted for the study. Population was 93 librarians from the fourteen public colleges of educations with a sample size of 56 librarians in seven selected Public Colleges of Education in North Central, Nigeria. The instrument for data collection was self-constructed questionnaire titled Influence of Job Motivation on the Performance of Librarians Questionnaire (IJMPLQ). The questionnaire was divided in two sections, A and B. Section "A" seeks to obtain personal information of the respondents Section

"B" deals with questions that elicit responses from the respondents on the influence of job satisfaction on performance of librarians. A four rating scale was adopted with response made of Strongly Agree (SA) = 4 points. Agree (A) = 3 points Strongly Disagree (SD) = 2 points Disagree (D) = 1. The instrument reliability was established using Cronbach Alpha, the reliability coefficient of 0.98. Data collected were analysed using mean, standard deviation, and Chi-Square for answering of research questions and testing of research hypotheses respectively.

REVIEW OF RELATED LITERATURE

Theoretical Framework

This study is anchored on the Exchange Approach to Organisational Commitment theory propounded by Stevens, Beyer, and Trice (1978). Stevens, Beyer, and Trice argued in their approach that, attachments to organisations are influenced strongly by “*side-bets, accrued extrinsic benefits that would be lost if membership was terminated*”. These authors argued in their theory that, there exist the relationship between personal variables and commitment to the employing organisation. Three frameworks have been used in studying the relationship of organisational commitment with the personal variables. They are investment, exchange and value notions.

Motivation emerges from a reliable long-term social exchange relationship (Giauque, Ander Fuhren-Biget, and Varone (2013), based on fairness, a value which is more easily cultivated in a centralized work system, characterised by uniform rules, such as the government and public institutions, rather than in a decentralized Human Resource Management system (Prysmakova, 2016). Based on the principles that ground the social exchange theory, Mostafa, Gould-Williams, and Bottomley, (2015) demonstrate that public employees’ perception of the high-performance HR practices influences public service motivation, which in turn is associated with two desired employee outcomes: affective commitment and organizational citizenship behaviour. Thus, when organisations signal their desire to invest in employees’ well-being and put into practice high-performance HR practices, employees reciprocate by showing positive work-related attitudes and behaviors, go beyond task performance, and carry out activities that are not contractually specified, benefiting the organisation.

This theory is related and relevant in assessing the influence of job motivation on job performance of librarians in Colleges of Education in North Central States of Nigeria because, the theory provides an explanation to why workers of a particular organisation may be committed or not. As the theory argues, attachments to organisations are influenced strongly by “*side-bets, that come from extrinsic benefits that would be lost if membership was terminated*”. These side-bets are key in ensuring job motivation and enhancing job performance. Thus, the theory is considered related to the present study.

Job Motivation

Job motivation has become a matter of great interest in social as well as management sciences. It has been argued in the literature that answers to questions about how people feel towards their jobs are not meaningless but rather convey useful information on individual behaviour such as job quits and absenteeism as well as productivity. The term motivation is derived from the Latin word ‘*movere*’ which means to move (Baron, Henley, McGibbon and McCarthy, 2012). Certo (2016) describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013). It is commonly agreed that there are two types of motivation, namely extrinsic and intrinsic. Intrinsic motivation is that behavior which an individual produces because of the pleasant experiences associated with the behavior itself (Mosley, Pietri and Mosley Jnr, 2012). They stem from motivation that is characteristic of the job itself. Examples are receiving positive recognition, appreciation, a sense of achievement and meeting the challenge.

Chung, (2013) continues to state that in an effort to find the determinants of motivation and performance in industry, industrial psychologists and managerial practitioners have developed a variety of theories (and approaches to) human motivation. Many psychologists have developed motivational theories in terms of human needs or motives, while most management scholars have developed managerial theories in terms of incentives or inducements (Riggio, 2014).

Traditionally, the study of job performance has been based on two independent assumptions: that performance can be understood in terms of the individual's ability to perform the tasks, and that performance depends solely upon the level of motivation (Chung, 2013). Motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles (Stanley, 2012).

The responsibility for motivation is in three-fold: it falls on the senior leadership, the direct manager and the employee (Bhuvanaiah and Raya, 2015). Numerous factors are involved, from trust, engagement and values (individual and organizational) to job motivation, achievement, acknowledgement and rewards. Motivation is essential for working autonomously, as well as for collaboration and effective teamwork (Stanley, 2012). Motivating employees for better performance encompasses these critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, and overall authenticity of leadership (Neeraj, 2014). Performance appraisal is one of the most important human resource (HR) practice, administered in organisations by which supervisors evaluate the performance of subordinates (Neeraj, 2014).

Employee motivation affects productivity and a poorly motivated labor force will be costly to the organisation in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the morale of colleagues (Jobber and Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive. Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organisational behavior management (Nelson, 2013). Theories on job performance offer that motivation is a key determinant of performance. The role of motivation in the work context has been studied to understand what causes employees to try hard to do well, or more specifically what causes the arousal, direction, and persistence of voluntary actions that are goal directed (Mitchell and Linden, 2012). It is therefore imperative that managers understand what motivates employees and also how to motivate them effectively (Deci, 2013).

Job Performance

The concepts of performance attract a number of divergent views in the literature. In the view of Mulgan, (2013), performance refers to the implementation of given policies and the extent to which government agencies succeed in achieving the objectives set for them. Generally, performance is defined as “*the achievements of public programmes and organisations in terms of the outputs and outcomes that they produce*” (O'Toole and Meier, 2011). It means whether resources have been used in the intended way in order to achieve efficiency, effectiveness, and fairness. Indeed, in the current public management discourse, the term ‘job performance’ is most commonly associated with questions of the efficient and effective administration of government policies or organisational policies.

There have been numerous researches done on motivation and employee performance. Many scholars have postulated theories that try to understand what motivation is, and how it affects individuals (Fincham and Rhodes, 2015). One particular significant theory was developed by Abraham Maslow and is known as the hierarchy of needs (Riggio, 2014). At the core of Maslow's theory is a hierarchy of five categories. They are psychological, security, social, esteem and self-actualization needs (Kreitner, & Kinicki, 2016).

Frederick Herzberg is another renowned motivation scholar. According to his two-factor theory, demotivation results from the absence of hygiene factors which include salary and relationships with others, while motivation results from the presence of motivating factors such as job opportunities and recognition (Kreitner, & Kinicki, 2016). Expectancy theory of motivation by V.H Vroom is a more recent theory. He says that people are most motivated to seek results they value highly and think they can achieve. It is based on employees' perceptions of rewards and whether they are able to achieve them, (Certo, 2016). Other motivating factors are key in enhancing job performance as seen below:

Employee training and career development: According to Masood, Mc-Mullen, and Stark, (2014), training is an important factor that helps in increasing the motivation of employees, as it acknowledges the person about his or her job and provides a better understanding. Training equips employees with certain skills that are required for the enhanced performance regarding job responsibilities. It helps in developing the mental capabilities of librarians to face the new challenges in librarianship that was brought about with the application of Information Communication Technology (ICT) into processing and disseminating information resources to the library users.

Adequate salaries and wages: Salary is the amount of financial benefit payable to employees at the end of each month. In support of this assertion, Ismail (2012), Parvin and Kabir (2011) posited that salary is the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. The authors noted that adequate remuneration and earnings are cognitively complex and multi-dimensional factors in job motivation.

Employee promotion opportunity: From the findings of the research conducted by Singh and Jain, (2013) as well as Ismail, (2012), the authors maintained that opportunity for promotion determines the degree of employees job motivation in the organisation; it "*stems the desire for psychological growth, the desire for justice and the desire for social stays*" (Maniram, 2007). The promotion to the next level will result in positive changes such as pay, job status, autonomy and supervision.

Fringe Benefits: There are a number of ways that are used in enhancing job performance which fringe benefits is one of them. Fringe benefits are forms of indirect compensation given to an employee or group of employees as a part of organisational membership. Bratton and Gold (2009) define fringe benefits as that part of the total reward package provided to employees in addition to base or performance pay. Fringe benefits focus on maintaining (or improving) the quality of life for employees and providing a level of protection and financial security for workers and for their family members. As it is to other professions. Librarians like other department members in the college, should be made to enjoy job motivation factors that would enable them to be more productive in the college library. As such, librarians and other information professionals should remember that the organisational psychology that affects other fields also applies to them. It is imperative to note that those factors that affect the library worker as an individual can also affect his or her job performance as a service provider.

RESULTS

Analyses and Interpretation

Research Question 1: What is the influence of promotion on job performance of librarians in Colleges of Education in North Central Nigeria?

Table 1 Mean Scores and Standard Deviation showing the influence of promotion on the performance of Colleges of Education librarians

Item No.	Items Description	SA	A	D	SD	X	SD	Decision
1.	When promotion is given as when due, I am motivated to attend to my job regularly.	47	7	0	2	3.77	0.63	Agreed
2.	When promotion is given as when due, I am motivated to mark and complete my exam in time.	39	15	0	2	3.63	0.68	Agreed
3.	When promotion is given as when due, I am ready and happy to accept Responsibilities.	44	10	0	2	3.71	0.65	Agreed
4.	When promotion is given as when due, I am motivated to attend official meetings and contribute.	32	22	1	1	3.50	0.63	Agreed
Cluster Mean and Standard Deviation						3.65	0.65	Agreed

Source: Field work, 2022.

From the table above the mean ratings of respondents for items 1, 2, 3 and 4 were 3.77, 3.63, 3.71 and 3.50 with their corresponding standard deviations of 0.63, 0.68, 0.65 and 0.63 respectively. Based on the cut-off point of 2.50 which means agrees the respondents have agreed with the views that: When promotion is given as when due, they are motivated to attend to their job regularly. When promotion is given as when due, they are motivated to mark and complete their exam in time. When promotion is given as when due, they are ready and happy to accept responsibilities. When promotion is given as when due, they are motivated to attend official meetings and contribute. The cluster mean of 3.65 with the corresponding standard deviation of 0.65 was above the cut-off point of 2.50. This implies that regular promotion influences job performance of librarians in colleges of education in North Central Nigeria.

Research Question 2: What is the influence of prompt payment of salary and increment on job performance of librarians in Colleges of Education in North Central Nigeria?

Table 2 Mean Scores and Standard Deviation showing the influence of prompt payment of salary and increment on job performance of librarians in colleges of education in North Central Nigeria

Item No.	Item Description	SA	A	D	SD	X	SD	Decision
5.	If salary is regular, I can plan better and feel more comfortable.	45	10	1	0	3.79	0.46	Agreed
6.	If salary is enough to meet my basic needs. I will concentrate on my job better.	43	13	0	0	3.77	0.43	Agreed
7.	A good salary package gives me a sense of satisfaction and makes me committed to my duties.	37	15	4	0	3.59	0.63	Agreed
8.	A good salary is an incentive that motivates me to improve in my performance.	34	22	0	0	3.61	0.49	Agreed
Cluster Mean and Standard Deviation						3.69	0.50	Agreed

Source: Field work, 2022.

Extrapolating from the above is the fact that the mean ratings of respondents for items I, 2, 3 and 4 were 3.79, 3.77, 3.59 and 3.61 with their corresponding standard deviations of 0.46, 0.43, 0.63 and 0.49 respectively. Based on the cut-off point of 2.50 which mean agrees, the respondents have agreed with the views that: If salary is regular, I can plan better and "feel more comfortable. If salary is enough to meet my basic needs, I will concentrate on my job better. A good salary package gives me a sense of satisfaction and makes me committed to my duties. A good salary is an incentive that motivates me to improve in my performance. *The* cluster mean of 3.69 with the corresponding standard deviation of 0.50 was above the cut-off point of 2.50. This implies that there are influences of prompt payment of salary and increment on job performance of librarians in colleges of education in the North Central Nigeria.

Research Question 3: What is the influence of office environment on job performance of librarians in Colleges of Education in North Central, Nigeria?

Table 3 Mean Scores and Standard Deviation showing the influence of office environment on job performance of Librarians in Colleges of Education in North Central Nigeria

Item No.	Item Description	SA	A	D	SD	X	SD	Decision
9.	When offices well ventilated, I am ready to stay and work for long hours.	34	21	1	0	3.59	0.53	Agreed
10.	If office chair is conducive, for example swivel, it reduces eye strain and chest pain.	25	26	5	0	3.36	0.65	Agreed
11.	A conducive office makes me to work for long hours without been exhausted.	23	26	6	1	3.27	0.73	Agreed
12.	Un-crowded office enables me to carry out my activities without Hindrances and congestion.	26	24	6	0	3.36	0.67	Agreed
Cluster Mean and Standard Deviation						3.40	0.65	Agreed

Source: Field work, 2022.

The preceding table 3 shows that the mean ratings of respondents for items 1, 2, 3 and 4 were 3.59, 3.36, 3.27 and 3.36 with their corresponding standard deviations of 0.53, 0.65, 0.73 and 0.67 respectively. Based on the cut-off point of 2.50 which means agrees, the respondents have agreed with the views that: When offices are well ventilated, I am ready to stay and work for long hours. If office chair is conducive, for example swivel, it reduces eyestrain and chest pain. A conducive office makes me to work for long hours without been exhausted. Un-crowded office enables me to carry out my activities without hindrances and congestion. The cluster mean of 3.40 with the corresponding standard deviation of 0.65 was above the cut-off point of 2.50. This implies that there are influences of office environment on job performance of librarians in Colleges of Education in North Central Nigeria.

Research Question 4: What is the influence of staff development on job performance of librarians in colleges of education in North Central States of Nigeria?

Table 4: Mean Scores and Standard Deviation showing the influence of staff development on job performance of librarians in colleges of education in North Central Nigeria.

Item No.	Item Description	SA	A	D	SD	X	SD	Decision
13.	If I attend training and increase my competencies, I will perform better on my assignment.	42	12	1	1	3.70	0.60	Agreed
14.	If I am opportune to attend conferences, I will learn new skills that will improve my Performance.	44	10	2	0	3.75	0.51	Agreed
15.	Workshops/symposia attendance can help me learn new skills and become more innovative.	38	16	1	1	3.63	0.62	Agreed
16.	School attendance will increase my qualification and make me contribute to management decisions.	33	18	2	3	3.45	0.81	Agreed
Cluster Mean and Standard Deviation						3.63	0.64	Agreed

Source: Field work, 2022.

From the Table above, the mean ratings of respondents for items 1, 2, 3 and 4 were 3.70. 3.75. 3.63 and 3.45 with their corresponding standard deviations of 0.60, 0.51. 0.62 and 0.81 respectively. Based on the cut-off point of 2.50 which means agrees, the respondents have agreed with the views that: If I attend training and increase my competencies, I will perform better on my assignment. If I am opportune to attend conferences, I will learn new skills that will improve my performance. Workshops/symposia attendance can help me learn new skills and become more innovative. School attendance will increase my qualification and make me contribute meaningfully to management decisions. The cluster mean of 3.63 with the corresponding standard deviation of 0.64 was above the cut-off point of 2.50. This implies that there are influences of staff development on job performance of librarians in Colleges of Education in the North Central Nigeria.

DISCUSSION OF FINDINGS

The discussion of findings is done according to the research hypotheses and research questions. Findings from the hypothesis (H01) tested revealed that, promotions influenced the job performance of librarians in Colleges of Education in North Central, Nigeria. This is similar with the findings of the research conducted by Singh and Jain (2013) as well as Ismail (2012), that opportunity for promotion determines the degree of employees job satisfaction in the organisation; it “*stems the desire for psychological growth, the desire for justice and the desire for social stays*”. The promotion to the next level will result in positive changes such as pay, job status, autonomy and supervision.

Relatedly, job promotion provides an important role for every employee. If there is an opportunity for employees to be promoted based on the principles of fairness and objectivity, employees will be motivated to work harder, be more enthusiastic, disciplined, and achieve work so that organisational goals can be optimally achieved. Organisations need high-performing employees, at the same time employees need feedback on their performance as a guide for their actions in the future. The existence of promotional targets, makes employees feel valued, cared for, needed and recognized by their organisation's work ability so that they will produce high outputs and will enhance the morale of the organisation. This is also evidenced by research conducted by (Eka, Putra, Susila, and Yulianthini, 2016).

It was also found that, prompt payment of salary influences job performance of librarians in Colleges of Education in North Central, Nigeria. From the hypothesis (H02) tested, it is clear that, prompt payment of salary influenced the job performance of librarians in Colleges of Education in North Central, Nigeria.

This finding is confirmed by the other empirical studies. For instance, Iлека and Uju (2020) in their separate study found that wages and salaries have significant positive effect on employee performance; cash bonus has significant positive effect on employee performance; minimum wage has significant positive effect on employee performance; fringe benefits have significant positive effect on employee performance; and monetization of fringe benefits has significant positive effect on employee performance in selected government ministries in Anambra state. The study concluded that effective wages and salary administration have significant positive effect on civil service performance. The study recommended that government should give priority to the welfare of those in its employment because they are the engine room that can help promote government policies and programmes.

Furthermore, it was found from the hypothesis (H03) tested that; office environment influenced the job performance of librarians in Colleges of Education in the North Central, Nigeria. This finding is confirmed by Al-Omari and Okasheh (2017) whose study revealed that the situational constrains constituted of factors such as noise, office furniture, ventilation and light, are the major work environment conditions that have negative impact on job performance and should gain more attention. Towards this end the study recommended that employers should take initiatives to motivate employees by improving their work environment. As employees are motivated, their job performance will increase, and they will achieve the desired outcomes and goals of the job. Thus, increasing the employers' satisfaction.

The test of hypothesis (H04) further revealed that, staff development influenced the job performance of librarians in Colleges of Education in the North Central Nigeria. Collaborating this, Ajibade and Ayinla (2009), revealed that training increases employees' commitment to the organisation. In addition, Asfaw, Argaw and Bayissa (2015) found that, training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are hereby set forth:

- i. Authorities of Colleges of Education and the government need to ensure promotion of librarians as and when due as a way of enhancing job satisfaction and their performance.
- ii. It is also recommended that, there should be prompt payment of salaries and wages of college librarians as a way of creating job satisfaction and promoting job performance in Colleges of Education.
- iii. It is recommended that the College authorities should allocate reasonable funds in her annual budget mainly for sponsoring librarians for training and retraining; to enable them attend both local and international conferences, seminars, and workshops in order to equip them to effectively discharge their professional duties.
- iv. The College authorities and the government should be more committed in providing a conducive working environment for librarians by ensuring that, offices, libraries and lecture halls are well ventilated, well-furnished and properly equipped for the comfort of library personnel.
- v. Also, the government, management of Colleges of Education and other stake holders in the educational sector should work together in identifying the challenges of job satisfaction among librarians in Colleges of Education in Nigeria.

CONCLUSION

The study established that job motivation positively affects the job performance of librarians in Colleges of Education in the North Central, Nigeria. As seen from the study, there is significant impact of promotion influences on job performance of librarians in Colleges of Education in the North Central, Nigeria. The study also revealed that prompt payment of salary significantly influences job performance of librarians in Colleges of Education in the North Central, Nigeria.

The study further revealed that office environment has a significant influence on job performance of librarians in Colleges of Education in the North Central, Nigeria. Similarly, staff development has a significant influence on job performance of librarians in Colleges of Education in the North Central Nigeria. Furthermore, it was discovered that challenges like limited opportunities of promotion, poor motivation, poor salary/wages, uncondusive office environment and lack of opportunity for training and retraining among others affect job satisfaction among librarians in Colleges of Education in the North Central, Nigeria.

Besides, the study confirmed the assertion that a motivated librarian is a happy and productive librarian. Therefore, in the public institutions, the welfare of librarians should be taken seriously. They should be adequately and fairly motivated so as to enable them discharge their duties effectively. It is expedient for the college authorities to seek and put in place those motivating factors that would enhance job satisfaction of workers in the college community. Hence, the findings and recommendations that emanated from this study would be relevant to the development of Colleges of Education in Nigeria.

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