ASSESSMENT OF MOTIVATION STRATEGIES AND WORK PERFORMANCE OF PARA-PROFESSIONAL STAFF IN TERTIARY INSTITUTION LIBRARIES IN KADUNA STATE, NIGERIA

BY

Sherif Kunle YUSUF

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

FACULTY OF EDUCATION

AHMADU BELLO UNIVERSITY, ZARIA

NIGERIA

MAY, 2015

ASSESSMENT OF MOTIVATION STRATEGIES AND WORK PERFORMANCE OF PARA-PROFESSIONAL STAFF IN TERTIARY INSTITUTION LIBRARIES IN KADUNA STATE, NIGERIA

BY

Sherif Kunle YUSUF

MLS/ EDUC/1219/2010-2011

A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN LIBRARY SCIENCE (MLS)

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

FACULTY OF EDUCATION

AHMADU BELLO UNIVERSITY, ZARIA

NIGERIA

MAY, 2015

DECLARATION

I hereby declare that this thesis entitled ‘’Assessment of Motivation Strategies and Work Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State, Nigeria’’ has been written by me for the degree of Master of Library and Information Science under the supervision of Dr. (Mrs.) H.M. Daudu and Dr. B.S. Aduku. It has not been presented or published anywhere by any person, institution or organization or used for any previous application for a degree or other qualification. All sources of information derived from literature had been duly acknowledged by means of references.

_____ _____

Sherif Kunle YUSUF Date

CERTIFICATION

This research work, "'Assessment of Motivation Strategies and Work Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State, Nigeria'', Nigeria" by Sherif Kunle YUSUF has met the requirements for the award of the degree of Master of Library Science (MLS) of the Ahmadu Bello University, Zaria.

_____ _____

Dr. (Mrs.) Hannatu .M. Daudu Date
Chairman, Supervisory Committee

_____ _____

Dr. Baba .S. Aduku Date
Member, Supervisory Committee

_____ _____

Dr. Abdullahi I. Musa Date
Head of Department

_____ _____

Prof. A. Z. Hassan Date
Dean, School of Postgraduate Studies

DEDICATION

This work is dedicated to Almighty Allah (S.W.T), the decider of all phenomena. He is the source of my strength and all inspirations. To my parents, Mr. and Mrs. Abdulateef Yusuf for giving me the inspiration and support on my academic endeavour. May Allah (S.W.T) grant them long life and prosperity (Ameen).

ACKNOWLEGEMENTS

I wish to express my profound gratitude to Almighty Allah for seeing me through this research work and academic pursuit. This work would not have been achieved without the input made by a number of persons.

My sincere thanks go to my supervisors, Dr. (Mrs.) H.M. Daudu and Dr. B.S Aduku for their guidance, direction, counseling, criticism and sacrifice of time despite pressure of their work. I am also pleased with the level of their commitment, their useful corrections and observations displayed by them throughout the various stages of the thesis. I am grateful for their invaluable contributions, suggestions which resulted into a better presentation. Worthy of appreciation are the Head of Department, Dr. Ibrahim Musa Abdullahi, Postgraduate Coordinator, Dr. Ezra Shiloba Gbaje and all lecturers of the Department for their contribution to make this work successful.

I am highly indebted to my parents, Mr. and Mrs. Yusuf as well as my brothers and sisters, Abdulakeem Yusuf, Habeeb Yusuf, Taofiq Yusuf, Sakina Yusuf, Khadijat Yusuf, Rukayat Yusuf and AishatYusuf for their untiring love, cooperation and support. I want to also recognize the support I always receive from my friends, Nafisat Abdulwahab, Fatima Aliyu, Dekunle Jimoh, Jibril Aminu, Suleiman Ismail and Tijani Ndah.

To my colleagues in the Department of Library Science; Mr. Adio Emmanuel, Mr. Shehu Nansoh, Mrs. Lola Gladys Adegboye and many others too numerous to mention, I remain grateful. I would like to thank all the non teaching staff of the Department who assisted me in one way or the other. I also appreciate the contribution of the para-professional staff of tertiary

institution libraries in Kaduna State and the heads of the libraries that responded to my questionnaires and granted me interview sessions.

Finally, I wish to express my thanks to all those who contributed in one way or the other not only to make this research study successful but the entire programme of my study.

TABLE OF CONTENTS

Title Page - - - - - - - - - - - -i

Declaration - - - - - - - - - - - -ii

Certification - - - - - - - - - - - -iii

Dedication - - - - - - - - - - - -iv

Acknowledgements - - - - - - - - - - - v

Table of Contents- - - - - - - - - - vii

List of Tables - - - - - - - - - - - -xi

List of Charts - - - - - - - - - - - xii

Abstract- - - - - - - - - - xiii

CHAPTER ONE
INTRODUCTION

1.1 Background to the Study - - - - - - - - -1

1.2 Statement of the Problem - - - - - - - - -6

1.3 Research Questions - - - - - - - - -7

1.4 Research Hypothesis - - - - - - - - -7

1.5 Objectives of the Study - - - - - - - - -8

1.6 Significance of the Study-- - - - - - - - -8

1.7 Scope of the Study- - - - - - - - -8

1.8 Limitation of the Study - - - - - - - - -9

1.9 Operational Definition of Terms - - - - - - - -9

References- - - - - - - - - - 11

CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Introduction - - - - - - - - - 13

2.2 Concept of Motivation- - - - - - - - - 13

2.3 Strategies for Motivating Individual Performance - - - - 26

2.4 Influence of Motivational Strategies on Employees Performance - - - 30

2.5 Work Performance - - - - - - - - 38

2.6 Motivation and Work Performance - - - - - - 40

2.7 Motivation and Work Performance of Para-professional Library Staff - - 45

2.8 Measuring Employee Performance - - - - - - 48

2.9 Performance Measurement of Para-professional Library Staff - - - 51

2.10 Summary of the Review- - - - - - - - 52

References - - - - - - - - - 54

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction - - - - - - - - - 63

3.2 Research Method Adopted for the Study - - - - - - 63

3.3 Population of the Study - - - - - - - - 63

3.4 Sample and Sampling Techniques - - - - - - 65

3.5 Instrument for Data Collection - - - - - - - 66

3.6 Validity of the Instrument- - - - - - - - 67

3.7 Reliability of the Instrument - - - - - - - 68

3.8 Procedure for Data Collection- - - - - - - - 68

3.9 Procedure for Data Analysis - - - - - - - 69

References- - - - - - - - - - 70

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.1 Introduction - - - - - - - - - 71

4.2 Response Rate - - - - - - - - - 71

4.3 Demographic Characteristics of Respondents - - - - - 72

4.3.1 Gender of Respondents - -- - - - - - 72

4.3.2 Age of Respondents - - -- - - - - 73

4.3.3 Marital Status of Respondents - - - - - - - 73

4.3.4 Years of Working Experience of Respondents - - -- - 74

4.3.5 Highest Academic Qualification of Respondents - - - 75

4.4 Descriptive Analysis - - - - - - - - 76

4.4.1 Strategies Used by Tertiary Institution Libraries to Motivate Para-professional Staff- - - - - - - - 76

4.4.2 Frequency of Use of Motivational Strategies - - - - - 79

4.4.3 Influence of Motivational Strategies on Para-professional Work Performance - 81

4.5 Inferential Analysis - - - - - - - - 84

References - - - - - - - - - 86

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction - - - - - - - - - 88

5.2 Summary of the Study - - - - - - - - - 88

5.3 Summary of Major Findings - - - - - - - - 89

5.4 Conclusion - - - - - - - - - 89

5.5 Recommendations - - - - - - - - - 90

5.6 Suggestion for Further Studies - - - - - - - - 90

Bibliography- - - - - - - - - - 91

Appendix (I) Questionnaire on Motivation and Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State - 101

Appendix (II) Interview Questions for Library Managers of Tertiary Institutions in Kaduna State - - - - - - - 107

Appendix (III) Stats Regress Graph - - - - - - - - 108

LIST OF TABLES

Table 3.1: Population of the Study- - - - - 64

Table 3.2: Sample Size - - - - - - - - 65

Table 4.1: Response Rate of the Para-professional Staff Selected from the Tertiary Institutions Libraries - - - - - - 71

Table 4.2 Gender of Respondents - - - - - 72

Table 4.3: Age Ranges of Paraprofessional Personnel - - - - 73

Table 4.4: Marital Status of Para-professional Library Staff - - 74

Table 4.5: Characteristics of Respondents by Years of Working Experience - - - - - 74

Table 4.6: Characteristics of Respondents by Highest Academic Qualification - 75

Table 4.7: Response of the Paraprofessionals on the Motivational Strategies Used on their Job Performance - - - - - - 76

Table 4.8 Response on the Frequency of Use of Motivational Strategies- 79

Table 4.9 Opinion of the Para-professional Staff on the Influence of the Motivational Strategies on their Work Performance - - - - 81

Table 4.10: Pearson Bivariate Correlation between Motivational Strategies and Work Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State - - - - - 84

LIST OF CHARTS

Figure 1: Usage of the Motivational Strategies in the Libraries - - - 77

Figure 2: Percentage Scores for the Frequency of use of the Motivational Strategies 80

Figure 3: Percentage Score for Influence of the Motivational Strategies on Para-professional Work Performance - - - - - 82

ABSTRACT

The study assessed motivation and performance of para-professional staff in tertiary institution libraries in Kaduna State. The objectives of the study are to identify the strategies used by tertiary institution libraries in Kaduna State in motivating para-professional staff and to determine the influence of motivation on the performance of para-professional staff in tertiary institution libraries. The study adopted survey method while structured questionnaire and structured interview questions were used to collect data for the study. The population of the study comprised the library managers and para-professional library staff. The total population of the library managers and para-professional library staff was four hundred and twenty three (423)i.e. 5 library managers and 418 para-professional library staff. Stratified random sampling technique was used to select a sample size of 167 from the five selected tertiary institution libraries in Kaduna State. The questionnaire was administered to the sample size of one hundred and sixty seven. Out of the questionnaires administered, only one hundred and forty three (143) were duly completed and returned. Descriptive statistical tools were used. Pearson Product Moment Correlation (PPMC) was used for testing the hypothesis. The findings of the study showed that the main strategies used for motivating para-professional library staff were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. It was also revealed that most of the motivational strategies in place(recognition, performance management, salaries, loans and welfare facilities) were not adequate. The use of motivational strategies led to early reporting to work, friendliness with supervisors and colleagues for doing task, time effectiveness on the task, enhances best utilization of resources at work, encourage staying on the job, improve productivity and inner satisfaction on the job. The study also found out that there is a significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of para-professional library staff. The study recommended among others that managers of tertiary institution libraries should maintain and continue to use various motivational strategies in order to enhance work performance since employees' need differ from one employer to another.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Motivation is the inner drive that moves human beings towards achieving a goal. Hence, motivated behaviours are voluntary choices controlled by individual employee. The supervisor (motivator) wants to influence the factors that motivate the employee (Motivatee) to higher productivity. Generally, workers are regarded as the most important assets which lead to achievement of organization's goals and objectives. Motivation is the key to a powerful manner, which creates productivity and helps the organization to survive. Para-professional library staff are agents who work together in library settings or information centres to foster an inclusive, progressive and satisfying work-place. They also serve as primary source of information for library management's decision making in terms of employee motivator and liaise with the users to get feedback on service rendered towards higher productivity. Such category of staff need more motivation as they are the backbone of the library.

Armstrong (2012) defines motivation as "the force that energies, directs and sustains behaviour.'' It is concerned with the strength and direction of behaviour, and the factors that affect people to act in certain ways. Allan *et al.*, (2011) view motivation as something which impels a person to act, or it is a reason of behaviour. They further stated that motivation is not manipulation of people but understanding of needs, or wages which prompt people to do things. There is need for an understanding of the fundamental drives, urges, needs and desire of the people which can be manipulated and stimulated. In addition, there is the need for a sense of communication and methodology that would provide

stimulation of these urges. Some of the methods used for this purpose may be the provision of financial incentive, cordial working environment, challenging work and responsibility, personnel accomplishment, recognition for such accomplishment and an opportunity for growth and advancement. However, workers feel that they are not recognized or appreciated by their managers for their contribution. Thus, lack of motivation hinders them from performing to the best of their ability. Motivation comes from within each individual. Like in any organization, motivation in tertiary institution libraries in Nigeria can be instrumental to employee because, it boosts effective performance and organizational productivity. Staff performs at optimum level towards fulfilling the aims and objectives of the organization when they are well motivated. On the other hand, when motivation of employees declines they tend to show aggression, apathy, and hostility as well as perform below expectation thus undermining efficiency, productivity and sustainability. Motivation is dynamic, it is thus essential to motivate and to be motivated (Senyah, 2003).

In tertiary institution libraries, para-professional library staff possess skills that are needed for library activities. Oberg (1992) defines ‘’para-professional library staff as designates library position with entrance level requirements that are distinctly different from those of librarian’’. They are library officers with minimum of National Diploma (ND) and Higher National Diploma (HND) in Library and Information Science. He added that para-professional staff may also be called library aide, circulation assistant, library media aide or media assistant found in libraries or information centres. According to James (2011) para-professional library staff are the chief agents in customer services who act as interface with the customers. The performance of para-professional staff determines to large extent the quality of customer satisfaction. Senyah (2003) observes that para-professional staff in

academic libraries in most developing countries experience a very high turnover due to lack of job security, as well as the generally poor conditions of service in these libraries. He added that it is important for managers of academic libraries to consider how to motivate this vulnerable group in accomplishing both the goal of the libraries and their basic needs. The perception that employee can only perform satisfactorily when their main needs have been met by management is undoubtedly true. Motivation is said to be intrinsic or extrinsic. Intrinsic motivation causes people to respond to job challenges and work harder in order to prove their self worth and integrity at the same time deliver their personal commitment and desire for personal accomplishment. Examples of intrinsic motivation include acceptance, curiosity, honour, independence power and order (Obajemu et al, 2012). Extrinsic motivation comes from outside the individual. Common examples are reward such as money, benefit packages, bonuses for showing desired behaviour, and the threat of punishment following misbehaviour. Ryan and Deci (2000) argued that extrinsic motivation moves workers to accomplish their tasks to activate their rewards. Olorunsola and Bamijoko (2005) opined that extrinsic motivators such as good pay, retirement benefits, overtime allowances, good working conditions could spur or prompt para-professional library staff to give in or deliver their best toward higher productivity.

Motivation can be induced by the employer or resides within the employees. In order to achieve motivation, a manager must know each employee. Individual's need and aspiration should be identified and such should be used in motivating concerned staff. Ugah and Udoh (2011) stressed that individual goals, objectives and aspirations must not be overlooked since the staff has personality which implies the qualities that form a person's character. It is the task of library managers to discover the potential in each worker, what

motivate him/ her and apply the appropriate strategy. Motivational strategies are the methods used by supervisor to provide employees with what they desire in an organization so as to enable them perform their work well at optimum level. Such strategies used for motivation are recognition, salaries, job design, creating flexibility, reward, promotion, training, achievement, and performance management. Motivational strategies are playing an ever increasing role in improving organizational processes as well as enhancing effective job performance among workers in an organization. Motivation of the employee becomes successful when there is alignment between individuals and organizational goals. A specific goal on how to motivate employee should be considered before an organization embarks on particular strategies. Thus, the absence of those strategies will not be useful to the organization and the outcomes may not be as positive as the designer of the strategy aimed for. Organizations are expected to have strategy and performance in place and the way to assess the required performance standard should be stipulated (Matsie, 2008).

Akanbi (2011) explains that the trend in global economy enables most employers of labour to know whether their organizations compete favourably or not. Employee performance is essential in determining the success of the organization as well as workers growth. All hardworking staff contributing to the efficiency of the organization should be known by the organization, those who require additional training and those not dedicated to their job. In addition, employee level of performance at employment are assessed on personnel decision relating to promotion, job rotation and (job enrichments; detailed and extensive work responsibility and authority) etc. The above assessment is based on objective and systematic criteria, relating to the power an individual put toward performing the task. Hence, the overall purpose of performance is evaluation. Performance provides accurate

measure in determining how best a task assigned to an individual is carried out or complete an action. With this fact, decisions made will affect the individual employee future. Therefore, assessment of the individual performance can be done carefully in order to discover weaken or deficiencies associated with a particular job skill, knowledge or area where motivation is lacking. Once the deficiencies are identified, additional training or provision of needed reward may serve as a remedy.

Aslam (2011) identified ambiguity in the assessment process as one of the factors that resulted in poor motivation and acted as a key obstacle in the delivery of high performance by employee. Bruce and Walton (1992) asserted that high motivation of employees can bring about substantially better performance and substantial decrease in incidence of personnel related problems such as excessive absenteeism, strikes, redundancy and so on. They also believed that high level of work performance and low level of motivation bring about low level of work performance in any organization. However, poor performance of employees cannot generally be explained away from motivation. Vroom (1970) noted in his study that there can be decrements in performance of workers on jobs under very high levels of motivation. He attributed this to a number of variables which include the difficult nature of the tasks and the emotional state of the worker. Ubeku (1997) observed the performance of any individual in any organization as being subject to such variable as the personnel traits of the worker which include his knowledge of the job, attitude to work, ability, mental disposition, other variables that can impair his performance, including some aspects of organizational environment, the style of leadership obtainable in that organization.

People are vital part of management process and productivity gain. Thus, no organization can perform without people (Tella et al, 2007). Organizational structure is considered integral part of any organization. The understanding of the organizational structure will assist the employees to perform and achieve desire results. However, inadequate motivation will severely mar employee performance. Therefore, effective motivation will ensure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence, in order to make employees satisfied and committed to their jobs in academic libraries toward improved quality service.

1.2 Statement of the Problem

Motivation is vital to librarianship as to any other profession. In any organization or institution of higher learning, it is universally believed that when employees are sufficiently motivated it leads to higher productivity and efficiency. Thus, the Federal Government and the various union groups like ASUU (Academic Staff Union of Universities), SSANU (Senior Staff Association of Nigerian Universities), NASU (Non Academic Staff Union of Educational and Associated Institutions) and NAAT (National Association of Academic Technologist) enter into agreement and fund was made available to all the tertiary institution. According to Adewale (2011) it was also agreed that the minimum of 26% of the Federal Government annual budget should be allocated to education sector.

However, the expected agitation of 2009 by the various unions in tertiary institutions for improve salary package for staff, provision for training of staff, improve learning facilities, adequate laboratory and equipped library have not really achieved its objective. In the case of tertiary institution libraries most of the para-professional who are suppose to be motivated through training to meet with present challenges in providing information to its

community using modern Information and Communication Technology (ICT) are yet to catch up with present trends (Aziagba, 2009). This becomes necessary to identify the low level of motivation among para-professional staff. Since the para-professional staff constitute over fifty percent of the entire workforce, their contribution to the realization of the goals of tertiary institution libraries in Kaduna State is of paramount importance. Perhaps, if this category of staff is well-motivated they can positively contribute individually and collectively towards the attainment of the library's goals.

It is against this background that this study was conducted to assess motivation strategies and work performance of para-professional staff in tertiary institution libraries in Kaduna State.

1.3 Research Questions

The study answered the following questions:-

(1) What are the strategies used by tertiary institution libraries in Kaduna State to motivate para-professional staff?

(2) What is the influence of motivation strategies on the work performance of para-professional staff in tertiary institution libraries in Kaduna State?

1.4 Research Hypothesis

This research study tested this hypothesis:-

Ho 1: There is no significant relationship between motivation strategies and work performance of para-professional staff in tertiary institution libraries in Kaduna State.

1.5 Objectives of the Study

The objectives of the study are to:-

(1) Identify the strategies used by tertiary institution libraries in Kaduna State to motivate para-professional staff.

(2) Determine the influence of motivation strategies on the work performance of para-professional staff in tertiary institution libraries of Kaduna State.

1.6 Significance of the Study

This study would be significant to tertiary institution libraries because it would serve as a useful guide to library managers on how to improve and increase para-professional staff productivity. The results of the study would serve as a guide to future researchers that may work on a similar field. The findings of the study would help management staff with useful information on how to make use of different motivational strategies and policies to motivate para-professional staff in the library settings. It would give para-professional library staff opportunities for self improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task.

1.7 Scope of the Study

The study covered motivation strategies and work performance of the para-professional staff. The study focused on tertiary institution libraries in Kaduna State, which are libraries in Universities, Colleges, Polytechnics, School of Health Technology and National Research Institutes.

1.8 Limitation of the Study

The work is restricted to only the tertiary institution libraries in Kaduna State due to population size, logistics as well as financial constraint.

1.9 Operational Definition of Terms

The following terms are defined operationally to ease their understanding and usage in this study.

Influence: means to affect others in a way to have them see a certain point or action and react upon it.

Motivation: means the zeal an individual directs towards the realization of desired results with the aim of satisfying his or her needs.

Motivational Strategies: refers to the way managers empower workers performance toward achieving their aims and objectives.

Para-professional Library Staff: refers to those staff whose qualification is lower than a first degree in Library and Information Science. They are individuals at the middle ranks of library organizations.

Performance: refers to the complete effort which an employee in an organization put towards a task as so against target. It can be positive or negative outcomes.

Strategy: is a coordinated way or programme that an organization intends to use to achieve long term goals or objectives.

Tertiary Institution Libraries: are those libraries in higher institutions of learning which assist in teaching, research and learning of their patrons. They include libraries in

universities, colleges of education, polytechnics, school of health technology and national research institutes.

Work Performance: is an individual output in terms of quality and quantity expected from every employee in a particular work.

and New Directions. *Contemporary Educational Psychology*, 25:54-67.

REFERENCES

Adewale, S. (2011). *Political Change and the Funding of Education in Nigeria*. Global Research. http://www:globalresearch.ca/political-change-and-funding-of-education-in-Nigeria/26946. Retrieved 5th March, 2014.

Akanbi, P.A. (2011) Influence of Extrinsic and Intrinsic Motivation on Employees' Performance. Ajayi Crowther University, Oyo, Oyo State. Available on Library Philosophy and Practice http://unllib.uni.edu/LPP/. Accessed 4th May, 2013

Allan, J., Gadon, P. & Willits, L. (2011) *Motivation and Behaviour of Employees.* New York: Prentice –Hall International.

Armstrong, M. (2012).*Armstrong's Handbook of Human Resource Management Practice,* 12th Ed. London: Kogan Page.

Aslam, H.D. (2011). Performance Evaluation of Teachers in University: Contemporary Issues and Challenges. *Journal of Educational and Social Research*, 1 (2): PP. 11-31.

Aziagba, P.C. (2009). Staff Development a Motivation for Para-professionals: A Case Study in Southern Nigeria. Chinese Librarianship: *An International Electronic Journal:* http://www.iclc.us/cliej/c/27aziagba.Retrieved 5th march, 2012.

Bruce, J. & Walton, B. (1992). *Balancing Job Satisfaction and Performance: A Guide for Human Resource Professionals West Port*: Quorum Books.

James, I.J. (2011). Effective Motivation of Para-professional Staff in Academic Libraries in Nigeria. *Library Philosophy and Practice*. Available on http://unllib.unl.edu/LPP/Retrieved14th July, 2012.

Matsie, M.A. (2008) The Impact of Motivation on Employee Performance to Metsimaholo District Hospital in Sasolburg. Pakistan: Academic Press.

Obajemu, A.S., Dekpen, N.A & Ojo, J.A (2012) Staff Motivation in the University of Lagos Libraries, Nigeria. *Library Philosophy and Practice.* Available on http://unllib.unl.edu/LPP/. Retrieved 2nd May, 2013

Oberg, L.R. (1992). The Emergence of the Para-professional in Academic Libraries: Perception and Realities. *College & Research Libraries,* 53:99-112

Olorunsola, R., & Bamijoko, S.B. (2005). Recruitment and Retention of Librarians in Nigeria: the Huddles Ahead. *Middle Belt Journal of Library and Information Science,* 5(1): 9-15.

Ryan, R.M. & Deci, E.L. (2000). Intrinsic and Extrinsic Motivations: Classical Definitions

Senyah, Y. (2003). Motivation and Productivity in Academic Libraries: A Case Study of Kwame Nkrumah University of Science and Technology Library, Kumasi. *Journal of Science and Technology,* Vol.23, No.2.

Tella, A., Ayeni, C.O & Popoola, S.O. (2007) Work Motivation, Job Satisfaction and Organization Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice.* Available on http://unllib.uni.edi/LPP/tella2.htm.Retrieved 5th March, 2012.

Ubeka, A.K. (1997). *Personnel Management in Nigeria.* A Book on Workers. Nigeria: Ethiopia Publishing Corporation.

Ugah, A.D. & Udoh U.O. (2011) Personnel Management Theories and their Implications for Libraries. *Library Philosophy and Practice.* Available on http://unllib.uni.edi/LPP/ Retrieved June, 2012.

Vroom, V.H. (1970).*The Nature of the Relationship Between Motivation and Performance in Management and Motivation.* A Book Vroom, V.H. (Ed) England: Penguin Books

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The purpose of this chapter is to present a review of literature related to this study. The subheadings of this chapter are as follows:

2.2 Concept of Motivation

2.3 Strategies for Motivating Individual Performance

2.4 Influence of Motivation Strategies on Employee Performance

2.5 Work Performance

2.6 Motivation and Work Performance

2.7 Motivation and Work Performance of Para-professional Library Staff

2.8 Measuring Employee Performance

2.9 Performance Measurement of Para-professional Staff

2.10 Summary of the Review

2.2 Concept of Motivation

The word motivation originates from a Latin word ‘’movere’’ Which means to move or satisfy a need or want. Jones and George (2003) defined motivation as psychological forces that determine the direction of a person’s behaviour in an organization putting into consideration that person’s level of effort coupled with his persistence in the face of obstacles. Motivating employee toward high levels of performance is central to organization concern and managers direct their effort in order to achieve the goal.

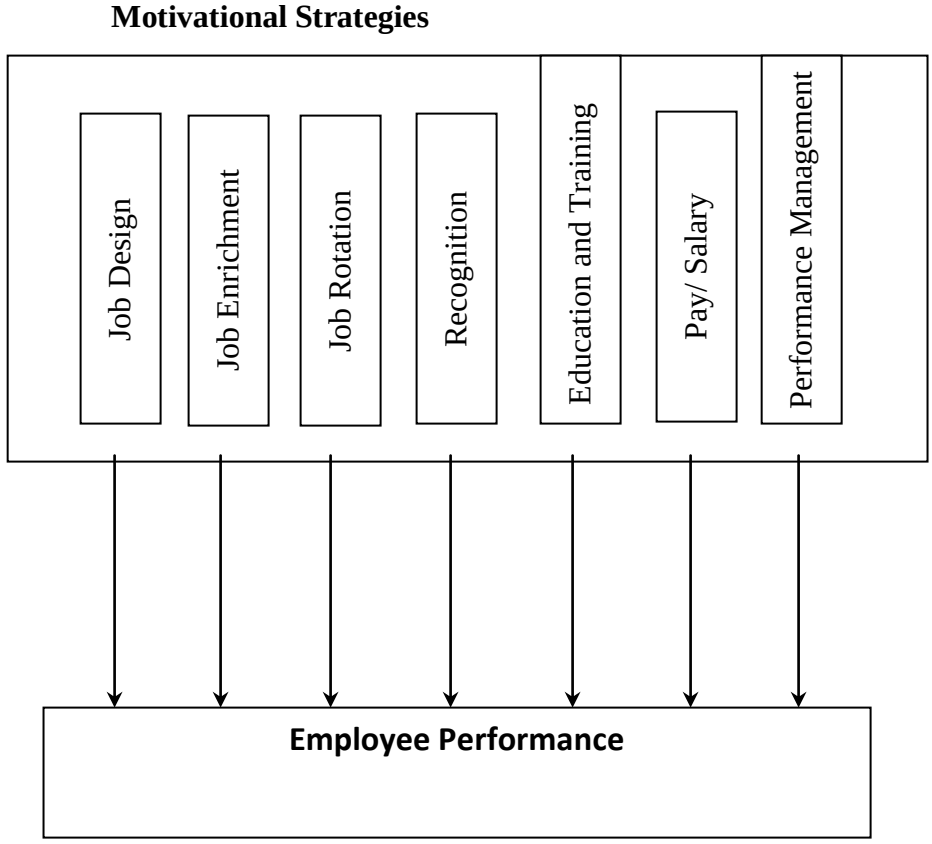
Luthan (1998) viewed motivation as a process that starts with a physiological or psychological deficiency or needs that activates a behaviour or a drive that is aimed at goal

or incentives. Khan et al., (2010) viewed motivation as a set of courses concerned with a kid of strength that boosts employee work performance and directs towards accomplishing some definite targets. To Nelson and Quick (2003), motivation is the process of arousing and sustaining goal directed behaviour. Olajide (2000) described motivation as whatever it takes in encouraging workers to perform by fulfilling or appealing to their needs; it is goal directed and therefore cannot be outside the goals of any organization whether public, private or not for profit. This implies that motivation has serious outcome on employee job performance in tertiary institution.

According to Edigin (2000), motivation is a management function that stimulates individuals to accomplish laid down institutional goals. Halepota (2005) motivation is the commitment and participation of an individual in order to achieve desired results. He asserted that the concept of motivation is an abstract construct because different strategies produce different results at different time and there is no single strategy that can produce or guarantee favourable results at all times. For the purpose of this study, Motivation is something that stirs up para-professional staff in organizations or institutions like academic libraries. It propels them to act in a particular manner toward realization of organizational objectives and goals.

2.2.1 Theoretical Framework

The framework shows that motivation strategies are influenced by seven indicators. This will be used to explain whether employees are motivated or not in work setting.



Source: Kruger and Rootman (2010)

From the above diagram, the independent variables are the motivation strategies which include job design, job enrichment, job rotation, recognition, education and training, pay/ salary and performance management, while this dependent variable or criterion variable, is the employee work performance. Each of the independent variables influences employee's performance, and this helps in increasing the overall productivity as well as enhanced commitment in work performance. Most recent researches give support to the idea that motivation influences performance. However, majority of studies focus on motivation

and work performance as separate entities while job satisfaction and motivation have been the topic of many studies, but this study will focus on motivation and performance on the para-professional staff in tertiary institution libraries in Kaduna State, Nigeria.

Motivational theories are of great significance to supervisors attempting to be effective leaders. They can still be helpful for managers who try to increase motivation among para-professional staff in tertiary institution libraries thereby, assist to know what motivate people. Process motivation theories and content motivational theories are the two main classifications of motivational theories (Anonymous, 2009).

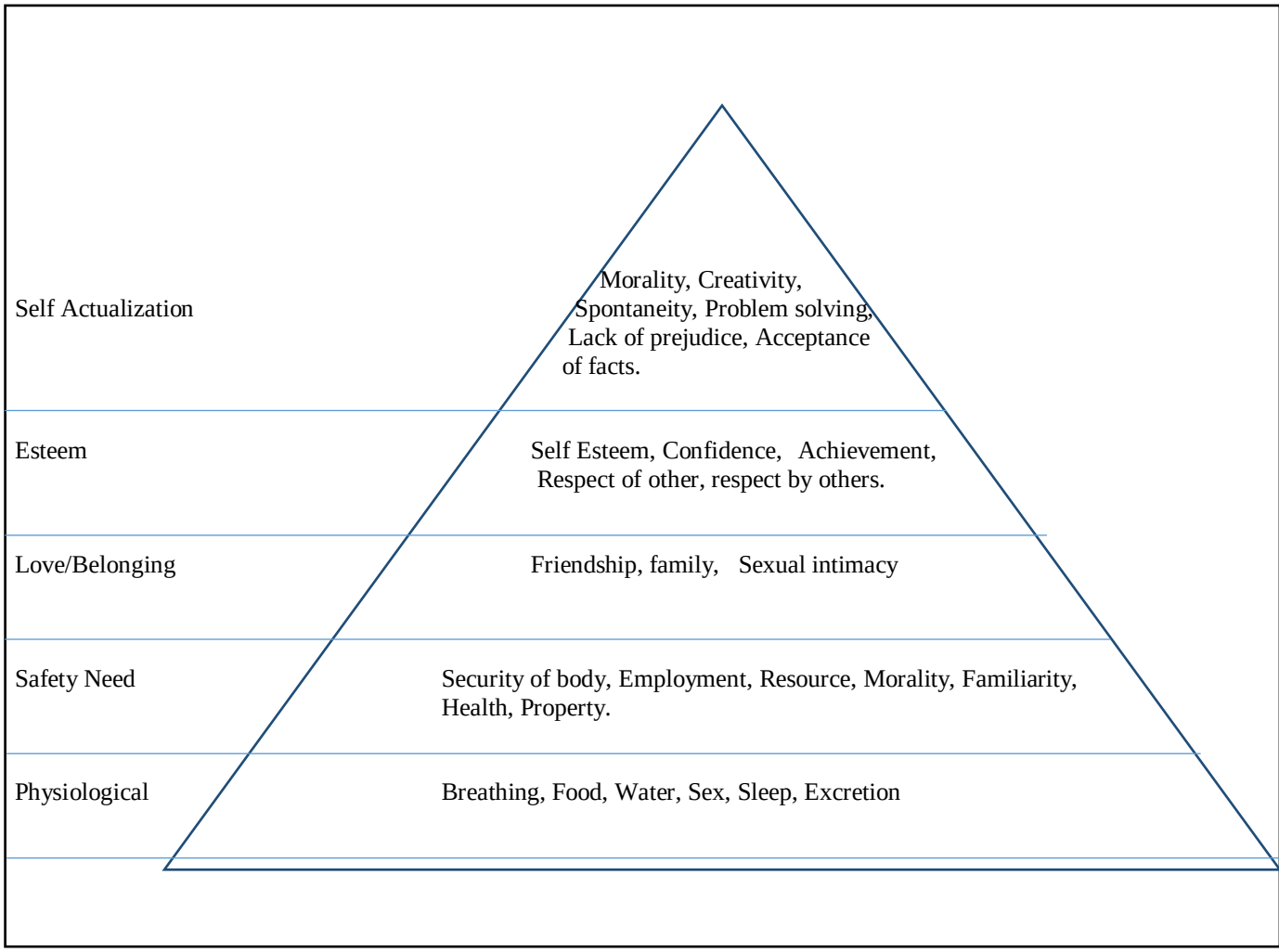
Content Theory

This study is based on content theory of motivation. The content theory of motivation is relevant for this study because it attempts to establish the relationship between motivation and performance of para-professional library staff in tertiary institutions in Kaduna State. Content theories are concerned with the basic needs model which highlights the specific factors that motivate a person. The theories attempt to explain the specific things which actually motivate the individual at work. Content theories assist in identifying people's needs, their relative strength and the goals they pursue in order to satisfy their needs. It also focuses on the assumption that individuals are motivated by the desire to fulfill inner needs. In this category include "need theories (Maslow), 1954; Alderfer, 1972; McClelland, 1965; Herzberg, 1966; and Hackman and Oldham, 1975. The job content approach states that only aspects related to job content satisfy and motivate people to work. (Mullins, 2005).

2.2.2 Abraham Maslow's Hierarchy of Needs

One of the best known motivation theories is, perhaps, Abraham Maslow's hierarchy of needs. The proposition of the theory shows that every person has a hierarchy of needs within him /her. Managers use Maslow's hierarchy of needs to motivate their employees. Therefore to motivate an employee, managers need to understand what need level employees are on and should focus their attention at satisfying those needs (Robbins, Decenzo & Coulters, 2011). The hierarchy of needs, according to Abraham Maslow, saw human needs in the form of a hierarchy, ascending from the lowest to the highest; and he concluded that, when one set of needs is satisfied, this kind of need ceases to be a motivator (Weihrich, Cannice & Koontz, 2008). Maslow argues that each level in the needs hierarchy must be substantially satisfied before the next need becomes dominant (Robbins, Decenzo & Coulter, 2011). Maslow explained that an individual moves up the needs hierarchy from one level to the next. Maslow further separated the five needs into higher and lower level. (Robbins, Cannice & Koontz, 2011).

However, the basic human needs advanced by Maslow in an ascending order of importance are shown in the diagram below:



Interpretation of Maslow's Hierarchy of Need Represented as a Pyramid with More Basic Needs at the bottom.

Source: Schultz, et al (2013)

Opu (2006) assesses the motivation and work performance in Kitgum District Local Government. She collected data using questionnaires from 34 workers including 10 line manager and core management. Simple statistics was used to analyze data. Maslow's hierarchy of needs was applied in her work. The finding revealed that need theory makes sense but there is no much empirical work that supports the theory. In the same vein,

Armstrong (2006) observed that need theory is rigid since people have varieties of needs and it is therefore difficult to accept that people's needs tend to follow a steady progress up the hierarchy of need. Boeree (2006) observes that need theories have been used as a preamble theory for many managers around the globe and provide framework on how to understand motivation and guide them on how to meet the needs of the people. He further stated that Maslow's theory failed to depend on scientific research but yet still useful for motivation purposes.

James (2011) in a study, Effective motivation of para-professional staff in academic libraries in Nigeria failed to show clearly the methodology adopted for her study. Maslow hierarchy of need was applied in the study and concluded that para-professional staff must have the right perception, develop positive self concept of his or her career. Senyah (2003) study, investigates motivation and productivity in academic libraries in Kumasi. His study was based on Maslow's hierarchy of need theory. Questionnaire method was used in gathering data from 58 library assistants of Kumasi library. The finding showed that majority of library assistants were dissatisfied with low salaries and poor working service offered to them by the university.

Hosoi (2005) also studied the motivating of employees in academic libraries in tough times. The methodology used for the study was not stated. He adopted Maslow's theory and concluded that it can be used to satisfied employees' physical and psychological needs and hopefully to motivate them by enhancing their sense of self esteem and self actualization. Most studies that applied need theory concentrated on the use of simple statistics and questionnaire hence, this study adopted same model of Maslow hierarchy of needs to identify the motivational strategies at work. The study has gone a step further to determine

the effect of motivational strategies on para-professional work performance in tertiary institution libraries using interview, questionnaires as well as Pearson's Product Moment Correlation.

2.2.3 Alderfer's ERG Theory

The ERG Theory was developed by Clayton Alderfer (1972). The ERG theory, according to Alderfer, is similar to Maslow's hierarchy of needs. More so, the ERG theory has only three categories: Existence needs (similar to Maslow's basic needs), Relatedness (pertaining to satisfactorily relating to others) and Growth needs (which is similar to self development, creativity, growth and competence) Alderfer's identified that one may be motivated by needs on several levels at the same time. (Weihrich, Cannice and Koontz, 2008). This theory build upon Maslow's theory. He modified the Maslow's five levels of needs. He suggests that individual needs can be divided into three groups (Existence, Relatedness and Growth).

Table showing how ERG can be applied in academic library work environment:

Level	Needs	Examples of how managers can use ERG to motivate para-professional staff
1	Growth	Make provision for para-professional library staff for frequently conducive environment work place to become better in the skills and capabilities. E.g. Meaning working condition.
2	Relatedness	Encouraging good interpersonal relations between para-professional staff and make available accurate feedback.
3	Existence	There is need for managers to support para-professional library staff by increasing salaries in order for them to meet their essential needs. Adequate temperature, enough work space.

Source: (Hosoi, 2005)

This theory proposes that unsatisfied need motivates behaviour of para-professional library staff, and that as lower level needs are satisfied, they become less important. Higher level needs, though, become more important as they are satisfied, and if these needs are not met, a person may move down the hierarchy which Alderfer calls the frustration-regression principle. This means that the already satisfied lower need can become reactivated and influence behaviour when higher level need cannot be satisfied. As a result, supervisors should provide opportunities for workers to capitalize on vital higher level needs.

Alderfer argues that it is better to think in terms of continuum rather than a hierarchy; from concrete existence needs to least concrete growth needs and argues that you could move along this in either direction. Maslow argues that satisfied needs become less important to an individual but Alderfer argues that relatedness or growth needs become important when satisfied. This implies that team–working arrangement can continue to motivate library staff and are not necessarily superseded by growth. In this theory, each person has numerous needs which should be understood and properly motivated. Alderfer (1972) as cited by Weihrich et al., (2008) stated that one may go to work to make a living which is equivalent to existence needs satisfaction and the same time get motivated by good relations with co-worker. When people experience frustration on one level, they may focus on the needs at a low level needs categories.

In specific terms, library staff in tertiary institutions may have their team spirit boosted when they share good relationship with fellow colleagues where every team player looks out for the optimal performance of every single staff. In the same vein, recognition of personal efforts of library staff of tertiary institutions in Kaduna State can bring out their optimal performance and productivity. If the supervisors in tertiary libraries in Kaduna State

create a deliberate feedback system that allows them to get responses from the employees, then the supervisors would be better able to motivate their employees.

2.2.4 Fredrick Herzberg's Two Factor Theory

Frederick Herzberg adopted a two –factor motivation theory which is a deviation from Maslow's and Alderfer's theories of motivation. Herzberg focuses on two main factors: firstly, on outcomes that can lead to high levels of motivation and job satisfaction and secondly, on outcomes that can prevent people or para-professional library staff from being dissatisfied. According to Herzberg (1966) motivator- hygiene theory specifies that people have two sets or needs or requirements and these are motivation needs and hygiene needs (Mathis and Jackson, 2006).

Abdulsalam et al., (2007) meanwhile, examined workers motivational factors in agribusiness organization in Nigeria. They collected data using questionnaire and applied Herzberg two factors. Their finding revealed that employees of agribusiness in Nigeria are highly motivated on their jobs. Opu (2006) in a study, pointed out that Herzberg two factors have been able to identify some key work related factors that are typical to an organization as well as manager in manipulating employee positive performance.

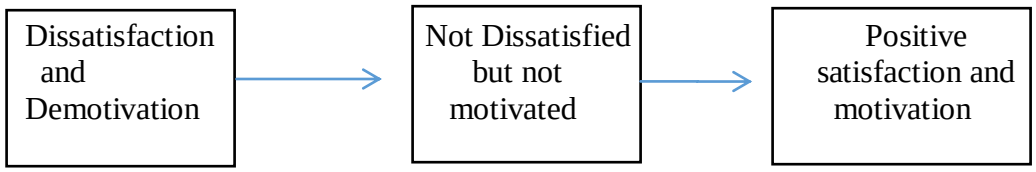
Mawoli and Babandako (2011) in a study of staff motivation, dissatisfaction and job performance in an academic setting, used descriptive statistics to analyzed data with questionnaires to gather data from 219 academic staff. The study basically adopted the same method as Herzberg's et al and found out that there was no job dissatisfaction among the staff. Meaning, there is hygiene and conducive working environment in the university, which boosts staff contentment with working condition.

Ishfaq et al.,(2010) investigated the effect of motivational factors on employees' job satisfaction in Punjab Pakistan. The population of the study was 6,000 administrative staff member working in four campuses. 400 respondents form the sample size and were administered questionnaires. They used Chi-Square to analyze their data. The study concludes that significant relationship exists between intrinsic motivational factors including recognition, work itself, opportunity for advancement, professional growth, responsibility, good feeling about organization and employee job satisfaction while hygiene (extrinsic) factors are not having significant relationship with employee's job satisfaction.

Obajemu, et al.,(2012) examined the staff motivation in the University of Lagos Libraries, Nigeria. They applied Herzberg's two- factor theory of motivation, which separated job variables in two groups: hygiene factors and motivators. They made used of survey method with questionnaires used for collecting data from 80 staff of the libraries. They found out that promotion were not rapid in the libraries. They suggested that promotion plays an important role in improving organizational productivity.

Ayetola (2012) carried out a study on the influence of motivation on turnover of library personnel in some Public Universities in South West Nigeria. His study adopted Herzberg theory of motivation. He used ex-post research design with questionnaire for collecting data from 233 and Pearson's Product Moment Correlation Coefficient was used in testing the hypotheses and found out that a relationship between turnover intention and job motivation exist and also that there is still need for improvement in their conditions of service. The study recommended that good working relationship must be established among personnel in order to minimize their turnover intentions.

Akanbi (2011) equally conducted a study on the influence of extrinsic and intrinsic motivation on performance among 100 employees'. The study applied Herzberg's two-factor of motivation. The instrument used was questionnaire. He based his analysis using Pearson Product Moment Correlation Coefficient. The result showed that there existed relationship between extrinsic motivation and the performance of employees. It also shows that no relationship exists between intrinsic motivation and employees' performance. In exerting Herzberg's two factor theory to create a high level of performance, certain measures must be adopted by management such as job enrichment or restructuring the job to make it more interesting and challenging to the workers. The application of job enrichment is popular because it can be easily used by all levels of management. Payoffs can be realized in a relatively short time span and it can be measured in specific term. These two separate needs are significant to avoid unpleasantness and discomfort and on the other end of motivational scale, the need for personnel development. Non motivational factors are likely to redirect employees focus on non-job related activities.



Herberg's Two Factor Theory

Source: ("Business management Articles", October 5, 2012, http://www.envisonsoftware.com/articles//)

Classification of the two Factors Herzberg's Motivational Theory

Motivational Factors (Job content)	Hygiene/Maintenance (Job environment)
Intrinsic Factor	Extrinsic Factor
Responsibilities	Company Policy and Administration
Recognition	Supervision
Achievement	Good Working Condition
Promotion	Job Security
Work Itself	Salary
Growth	Relation with Colleagues
Advancement	Pension

For the purpose of this study, some of the motivation theories seen in the corporate environment to tertiary institution libraries spread across Kaduna State can be applied. More specifically, if supervisors in tertiary institutions in Kaduna State build into library system motivators such as salary increment, effective policies, good working conditions, good employee relationship, growth opportunities, recognition of employees efforts, work

responsibilities, etc. then this would cause para-professional staff in academic institution libraries in Kaduna State to be truly satisfied and perform above minimum standards.

2.3 Strategies for Motivating Individual Performance

Motivation strategies are very useful for the empowerment of employee's moral in any organization. There are various motivational strategies that can help get employees excited about making their aspirations reality. Top management executive have identified motivation as a potent instrument for increasing organization's productivity and turnover as they unveil strategies and tactics to address the motivation concerns of individuals. Managers are apt to identified or determine whether low employee performance is as a result of inadequate motivation tactics. Mathis and Jackson (2006) posit that managers may try training to improve employee performance or reconsider their methods of appraisal and rewarding performance.

Aryeetey (2011) defines motivation strategies as the method of harnessing performance management of employee in order to fulfilling their aims and objectives in the organization. She added that motivational strategy is concerned with job design participation, joint objectives, setting career development and other process connected with a person's need toward achieving and supporting personal importance. Motivational strategies refer to the method set by managers to empower workers performance for the attainment of their goal. Thus, these methods include establishing routine and regular exercise, cultivate strong skills in delegation, celebrate achievement with employee and others processes that can help to improve the performance of workers to achieve set goals.

Fielding (2006) highlighted some major motivation strategies adopted by organizations to improve the performance of employee's as follows:

Job design is one of the strategy for motivating worker. Job design entail methods and relationships of tasks as well as the content spell out by managers which benefit both employees and the organization respectively. Grag and Rostogi (2006) submitted that high level of staff performance in organizations improve through job design as it is consider the most effective method of motivating employees. It helps to reduce work- related challenge and staff feels they are on the right job and become accountable when they are not even during their job. Secondly, providing an effective reward system for employee is a motivational factor used by organizations. Extrinsic rewards though it was argued that the best reward system may not likely produce the ultimate productivity given the fact that employees may value different rewards than the ones given by managers, therefore manager must know how and when to match employees needs with organizations reward. Mathis and Jackson (2006) managers must investigate the desirability of rewards given for performance.

Another strategy is job enrichment (vertical loading) or restructuring the job to make it more interesting and challenging to the worker. Ugah (2008) stressed that job enrichment is a strategy to be consider for improving productivity of employees by empowering them, giving autonomy, trust, more responsibility, authority, discretion and control. In the same vein, Maxwell (2011) examined that the effect of motivation on employee performance. He found out that, there was nonexistence of empowerment in Ghana educational service and therefore, innovation and creativity were not seen among employee to perform creditability, suitable because of employment had not be given to all.

The fourth strategy is job enlargement (horizontal job loading) which increases the variety of task but reduces the quality of challenge of those tasks. Thus, resulting to decline in the boredom of the employee; the fifth factor is job rotation, people are assigned different job roles not on permanent basis so as to expose and give them additional knowledge of other tasks. Posner (1990) carried out a study of an organization that adopted job rotation which has help employee not to feel unenthusiastic by being dull on a particular job. They discovered that almost twenty percent staff switches to lateral job during the period of two years. They observed that job rotation has reduced the rate at which employees leaves their work from twenty five percent to less than seven percent a year. In the same vein, Olorunsola (2002) reported the opinion of library staff of the University of Ilorin on job rotation. He found out positive opinion about job rotation among the staff. He recommends that management of libraries should make job rotation one of the best strategies for improving worker performance. Flexible working hour is also another strategy used by managers; through compressed workweek or telecommuting. Compressed workweek are completed within the achievement of 40 hour fixed for five working day of the week while, telecommuting (flexi place) permits an employee to accomplish is programme not only in the work place but also at his /her leisure time which can be either at home or any convenient place.(Feilding, 2006).

Werner et al (2012) noted that performance management is an essential motivational strategy which helps to direct and motivate employee to maximize their efforts on behalf of the organization toward meeting strategic objectives. He also stressed that performance management practice addresses issue of employee motivation thereby ensuring their capabilities are fully utilized. Chukwudi et al., (2012) revealed that there are several factors

that motivate a person to work and can be broadly divided into two groups: monetary factors and non- monetary factors. The monetary factors include salaries or wages, bonuses. Incentives, special individual incentives, and the non-monetary factors comprises of job title, status, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, worker participation, cordial relations, proper job placement, proper promotion and transfer, proper performance feedback, providing training to employees and proper welfare facilities. As Ukaejiofo (2013) pointed out that there are a range of motivational strategies that can be used to improve productivity, reduce workplace stress and increase self confidence on employees. They include : team building, training, enhanced communication, job enrichment, targets, rewards and incentives, quality of working life programs, encouraging participation, checking system for equity, money and recognizing individual differences. Maxwell (2011) identified seven broad motivational strategies which include positive reinforcement / high expectations effective discipline and punishment, treating people fairly, satisfying employees need, setting working related goals, restricting jobs, base rewards on job performance though the mix in the recipe will vary from work setting situation to situation.

Quratul-Ain, (2012) in his study, also stated the factors that boosts employee motivation at work place include fair pay, incentives, joint decision making, adequate working relationship, recognition, identification and fulfillment of needs, encouragement, trust, respect, leadership, fringe benefit, special allowances, importance attached to their job, training, loyalty, quality of supervision, inspiration, empowerment, and information availability and communication to perform actions.

An empirical study was conducted by Aworemi et al (2011) to examine the motivational factors of employees in Nigeria. They indicated seven motivating factors which include job security, personal loyalty to employees, interesting work, good working conditions, good wages, promotion and growth in organization and full appreciation of work done. Data were collected through a well structured questionnaire delivered to employees of the companies. The results suggest that good working condition, interesting work, and good pay are key factors to higher employee motivation. They also recommended purposefully designed reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary and non- monetary compensation should be considered. This will help employer identify, recruit, employ, train and retrain a productive workforce (Aworemi et al., 2011).

2.4 Influence of Motivation Strategies on Employee Work Performance

Employee performances are largely influenced by three major factors including employee or individual ability or competence to perform any given task, the amount of effort exerted to perform such tasks, and the level of organizational support that individual employee receive. Performance is enhanced simply for the fact that all the three major factors identified above must be present in an individual, and the performance will reduce if any of the three factors is absent. Mathis and Jackson (2006) reported that '' individual performance is influenced to the extent that all components are available in an employee, while performance diminishes if any component is missing''.

Ramzan et al., (2013) investigated the impact of motivation on employee turnover in telecom sector of Pakistan. They collected the data using questionnaire technique from 106 telecom staff. They used regression and correlation analyses to explore the impact of

motivation on employee's intention to quit. They found out that motivation was significant predictors of decreasing employee's intention to quit and recommended that motivation factors contribute to decrease in employee's intention to quit organization. Charles and Anthony (2014) examined the effects motivation on job performance of local government workers in Ghana. The study used both qualitative and quantitative case study methodology and questionnaires were administered using a simple random sampling. The results showed that 40% of the employees are de-motivated due to poor working conditions in the organization which affirms Herzberg theory Y. The recommended among other that proper and efficient working condition should be instituted in the public offices to help increase employees performance level. The major weakness of their study is that it the population was not stated.

Nuradeen (2010) conducted a study on motivation and work performance of Ahmadu Bello University Teaching staff. He collected data through the use of questionnaire and publications and his analysis was done using tables and simple percentages. The study revealed that since 2004 efforts were being made to have industrial harmony in the university but with these incentives they are still experiencing industrial crisis again. He recommended that university should continue with its effort in training of both teaching and non teaching staff so as to have high productivity.

Umar (2010) examined the motivation and workers performance in the Ministry of Solid Mineral Development Abuja. He formulated three hypotheses to guide the research in data generation and analysis. He used questionnaire and interview to collect data from 220 respondents drawn from the ministry, comprising the management, intermediate and junior staff. His finding revealed that as regard worker motivation and work performance in the

ministry, efforts were being put in place but much is still expected to be done by the ministry in the area of incentives, training and welfare. He recommended that the management should device methods or ways on how to improve workers remuneration and training in order to restrict high level of labour turnover in a search for green pasture in other organizations where they can be adequately remunerated.

Dau (2010) investigated that the effect of motivation on the performance of employees of First Bank of Nigeria PLC. He used both quantitative and qualitative instruments questionnaire and interview respectively for collection of data from some principal staff of the bank. He analyzed his data using simple descriptive statistics. He found out that those incentives that motivate the staff of First Bank include salary benefit/allowance, loan and advances, promotion, staff training and development; and also revealed that majority of the staff are not contended with salary structure. He suggested that the management should consider reviewing the staff salary at least every two years to control staff leaving their main job for better offers.

Navdeep and Pankaj (2011) examined the influence of motivational factors (salary, facilities and promotion) on employees' job satisfaction in some selected organizations of Punjab. He did not mention the total population out of which a sample size of 197 was used. The data collected was subjected to descriptive statistic analysis followed by inferential statistics on the variables. The findings showed a statistical significant relationship between the three independent variables (salary, facilities and promotion) with dependent variable i.e. job satisfaction. The results also depict that among independent variables (salary package is the most important and most influential variable. Muogbo study (2013), which investigated the impact of employee motivation on organizational performance of selected firm in

Anambra State. A structure questionnaire survey was used and data were collected from 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State. The study employed Spearman Rank Correlation Coefficients for hypothesis testing. The findings revealed that there existed relationship between employee motivation and organizational performance. It also found that extrinsic motivation given to employees in an organization has a significant influence on the workers performance.

Kiruja and Elegwa (2013) investigated the effect of motivation on employee performance in Public Middle Level Technical Institution in Kenya. The study employed both qualitative and quantitative techniques in collecting data. 315 questionnaires were distributed to administrators, heads of department, teaching staff, and non teaching staff. They employed correlation Analysis to determine the effect of motivation on performance and Analysis of Variance (ANOVA) test establish differences in motivation items between employees in different groups. The study found out that employees are not satisfied with their pay and work environment. The recommended among others that government of Kenya should come up with uniform salaries of their non teaching staff because some employee lamented of poor pay and exploitation by supervisors.

Samuel and Kepha (2013) examined the effects of reward strategies on employee performance at Kabete Technical Training Institute. The study used both qualitative and quantitative methods. The findings showed that there is a significant relationship between the reward strategies and employee work performance. They concluded that personal need for achievement played a key role in influencing employee performance and given a choice of employees showed preference for promotion, better remuneration, cash gifts and training opportunities as reward strategies and suggested that KTTI should among others maintain a

training policy for all categories of employees and establish a criterion for recognizing employee performance to ensure the whole performance to ensure the whole process of reward strategies is deemed fair by all employees. In the study carried out by Nhat and Dung (2013) on the effects of motivation and job satisfaction on employees' performance at Petrovietnam Nghean Construction Joint Stock Corporation. A structured questionnaire survey was used and data was gathered from 80 respondents randomly selected from 109 workers at the three branch of PVNC. The study reveals that pay and promotion are the most important motivational factors followed by good working conditions and also found that several factors need also to be given emphasis too such as interesting work and promotion and growth in the organization.

A study was conducted by Ali et al, (2012) in Pakistan to examine the impact of motivation on the working performance of employees. They used questionnaire instrument for collecting data. The study employed Weight Mean, Pearson's Correlation and Kolmogrov Smirnov for analysis test. Their research showed that overall 100 respondents indicate working habit as the most important factor in the employee working process and also found that there was a highly positively correlation existing between the factors affecting the employee working process.

Another study carried out, which is of importance to this research, is that of Ukaejiofo (2013). He investigated the impact of motivation on employees' performance in Credit West Bank Cyprus. The study used both questionnaire and interview. The statistical tool applied for his study was one sample T-test and Principle of Component Factor Analysis. The study reveals that recognition and authority are the most important of

expected non monetary motivation variables, followed closely by advancement and opportunities, authority , job security, responsibility, job title and challenging work.

Armstrong (2006) observed that recognition is one of the factors affecting motivational strategies. People work well in an environment, when they are valued for what they are and what they do and the provision of avenue to an organization. Every employee wants to feel their supervisor to care about their needs. Thus reward program is very important and must provide opportunity for recognition of worker effort as there are many ways to show appreciation, such as giving little gifts, writing thank you note or practicing exemplary work. Owusu (2012) in a study conducted on the effects of motivation of employee performance in Ghana Commercial Banks, used survey research design for his study and questionnaires as instrument for collecting data. He observed that motivational packages had influenced some employee to be punctual at work place as well as remain longer than the expected time. He also added that incentives help to reduce absenteeism thereby motivating employee to effectively discharge their responsibilities when it involves more detailed program that allows for potential growth. A carefully designed reward program will reinforce behaviour that will assist in the accomplishment of the organization's goals and objective. On the other hand, organizations that promote incentives as ends in themselves may encourage workers to cut ethical corners to achieve them. In this respect, it is the opinion of the researcher that, designing a reward program there is need to identify the appropriate reward program that managers need to considered in order to enhance the performance of the workers in an organization.

These are recognition, salary, bonuses and training.

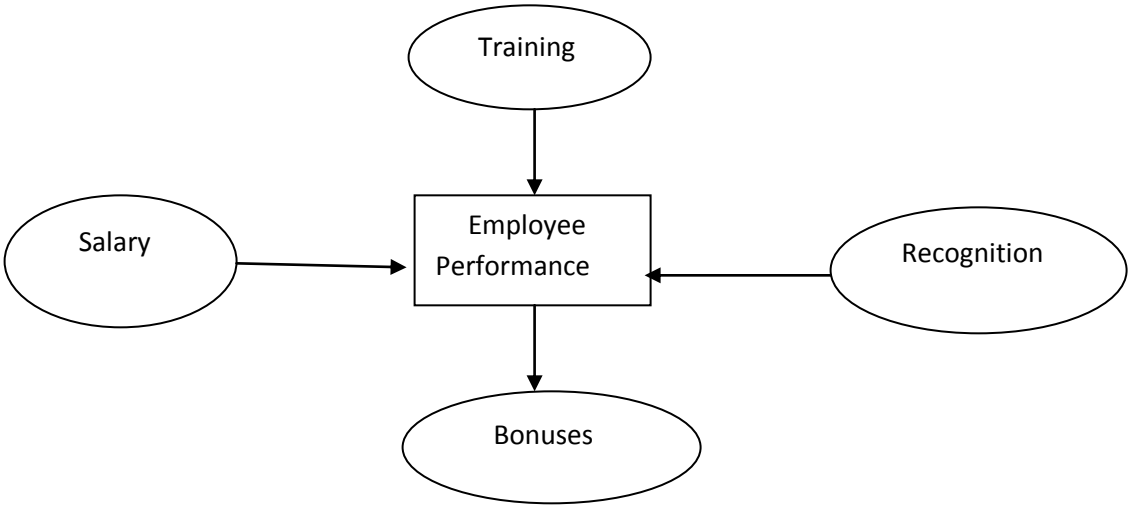


Fig. A Design Reward Programme for Employee (Self Constructed, 2014)

Rehman, et al., (2007) carried out a study in Pakistan, measuring the effects of human resource strategies such as promotion, pay and training on job satisfaction. They found out that pay, promotion and training had positive and significant impact on job satisfaction. They argued and recommended that workers in Pakistan give less priority to training and more emphasis on promotion and pay.

According to Quratul-Ain (2012) Recognition is another important factor which influences employee performance. Recognition and appreciation enhance employee motivation toward organizational tasks. Thus, recognition of staff task fulfillment stimulates them towards working with more energy, dedication and encourages high level performances of employees. Rizwan and Ali (2010) in their study, the found that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation of the employees.

Aryeetey (2011) advocates that for processes for design jobs which take account of the factors affecting the motivation to work, providing job enrichment in shape of variety, decision making responsibility and as much control as possible in carrying out the work. She also added that ‘’leadership set the direction which encourages and stimulates achievement and provide support to employees in their effort to reach goals and improve their performance generally’’.

Yazdani, et al, (2011) noted that empowering employee influence work performance which benefits not only the organizations but also bring about high moral and pride in the workforce. Thus, ‘’ it builds a Win-Win connection among organizations and employees, which is known to be normal environment in numbers of organizations and employees’’. In addition, empowerment of employee by giving him/her sense of responsibility further allow employee to show their talent and enthusiasm in order to deliver more for the organization. Autonomy of employees is more likely to feel engaged if they work meaningfully and have the freedom to make choices in how it’s done.

Antwi and Bello, (1993) identified some challenging factors such as lack of promotion and opportunities for further training and education as well as unfavourable conditions of service that hinders library assistants to perform their duties effectively. The study conducted by Afful and Antwi (2001) in the University of Cape Coast library revealed that library assistants were successfully motivated through good working relationship and participative management to attain its organizational goals. They also pointed out lack of promotion seriously influencing the development of library assistants. Lamptey et al., (2013) also found out that motivation level among the six public universities in Ghana was fairly high. They added that motivational level affect majority of librarian positively. They also

revealed that librarian in Ghana public universities place much importance on intrinsic factors as career development study leave with pay outside librarianship as well as good salaries and fair promotion system. Adio and Popoola (2010) noted that work performance has significant influence on career commitment of librarians. They suggested that, librarians in Nigerian Universities should undergo training in modern theory and practice of work performance to enable them to be highly committed in their career because they lacked training in their choose job. This implies that university libraries have to capture different strategies to complete with competitors and increasing the performance of the employees as well as the libraries.

2.5 Work Performance

Performance is an important tool used to determine the accomplishment of a particular task in an organization. It can be negative outcome or positive outcome. Work performance refers to how well a task assigned to a person is been done or perform. Work performance is also part of human resources management. The work performances of employee are quantified using job standard, which can be objective or subjective. This helps to measure how well the workers fulfill the supervisor's expectation over a given period of time. Gome-Mejia et al. (2007) classified work performance into quality of work done, quantity of work performed and interpersonal effectiveness.

Fletcher (2014) viewed work performance as the overall task execution carried out by employees. He stressed that proper assessment of work performance must include grouping, assigning, analyzing human resource expertise as well as managerial personnel to carry out responsibility due to their knowledge of total production and workflow. Job performance refers to the total expected value devoted on a task related to the individual

capability. It can also be defined as behaviour related purposely to carry out similar task (Motowido, 2003). Work performance is something a person does or based on individual behaviour. Campbell (1990) as cited in William (2003) Performance model was originally introduced by Campbell. In his work (Campbell, 1990) proposed eight- factor model for performance based on factor analytic. Task specific behaviour is the first factor, which entails the individual behaviour used in carrying out the task. Secondly, performance is based on non task specific behaviour, which implies that those behaviours of the individual need to perform the task that is not only limited to one job. The third model is written and oral communication; here employees are assessed based on their oral and written presentation to various audiences in different task. Another factor is the effort individual exerted on a task. Personal discipline of the individual is also a factor to be considered. Cordial working relationship with colleague help groups also one of the models of performance. The seventh factor is supervisory or leadership component. The last factor is managerial task that assist in achieving organizational goals.

The model has helped to determined behaviour through declarative knowledge, procedure knowledge, and motivation. Declarative knowledge focuses on having knowledge of how to carry out a task; procedure knowledge entail cognitive skill, psychomotor skill, and self management skill in carrying of job. The last is motivation concern with behaviour of the individual which determine the level of effort put on the job; to decide whether or not to perform the task for a while or continuously. Campbell model of performance as play significant role in many research. However, it also lacks detail for explanations for the ascendants of performance because it deals particularly on factors similar to a person as main determinants of performance (Robbins, 2001).

Murphy (1994) as cited in Farh and Seo (2012) went further to develop a model that significantly broader and break performance into only four dimensions:

(a) Task oriented behaviours: related to task specific behaviour in Campbell model

(b) Interpersonally oriented behaviours: it involves interaction among employees. It can be task related or non task related.

(c) Down time behaviour: are behaviours that are associated with leisure time whether during working hours or day off.

(d) Destructive / hazardous behaviour

Asim (2013) highlighted some constraints on performance which include lack of proper equipment and skills, high work load, insufficient working environment, non attendance of key human resources, insufficient routine of manager, undecided objectives of performance standards, insufficient statement within the organization, pressure from co-workers to limited presentation and lack of ability to get things done more.

2.6 Motivation and Work Performance

Motivation has been identified as the desire within a person that is responsible for making such a person act. People act for reasons best known to them, and for benefits they stand derive or goals they set to achieve. Motivation is seen in another light as goal-directed desire that often benefits the people involved. Motivation is central to achieving organizational objectives because it influences employee performance, stir up reactions to compensation, increase organizational turnover, increase productivity and other issues that are hinged on motivation (Mathis and Jackson, 2006). According to Robbins, et al (2011) motivation is the process in which a person's efforts are energized, directed, and sustained toward achieving organizational goal. By this definition, we can elicit three major attributes

which are energy, direction, and persistence. An employee shows forth commitment and zeal to work that is driven by hard work and sustained effort. High measure of efforts does not guarantee a positive job performance unless these efforts are directed to benefit the organization tremendously coupled with employees' sustained persistence.

Anthony (2012) investigated the relationship between motivation and job performance at University of Mines and Technology, Tarkwa Ghana. He collected data using questionnaire technique from 200 respondents. He used Analysis of Variance (ANOVA) to analyze the data. He found out that low monthly salaries and the lack of motivation were the major factors that reduce moral for high performance at the University and recommended that there is need to encourage the university council and other stakeholders to support management in developing income generation programs internally to help adequate incentives and allowances for the staff of the University.

Chowdhury (2007) in a study ''Enhancing motivation and work performance of sales people'', survey data were collected from 105 sales employees in two retail organization's and tested using regression analysis and correlations. He found out that the extent that supervisors engaged is positive motivational behaviours, salespersons, intrinsic motivators were increase, which in turn increased their performance. An empirical study conducted by Francis and Ophelia (2011) to investigate performance – based pay as a motivational tool for achieving organizational performance using the situation in a Manufacturing Company in Ghana as a Case Study. The instrument used for data collection was questionnaire. Pearson Product Moment Correlation (PPMC) and two – way ANOVA test was employed for the study. 20 managerial staff and 60 non-managerial staff were involved in the study. The findings revealed that the effect of performance – based pay on employee performance is

minimal; and the motivational effect of merit pay is often blunted by biased performance appraisal. The major weakness in their study is that it was not wide in scope. This implies that the results cannot be over generalized.

Seniwoliba and Nchorbono (2013) examined the role of motivation on employee performance in the public sector in Ghana. The used key informant interviews and questionnaire for collection of data. A sample size of 150 was drawn from population of 240 based on Cochran formular. The findings was that motivation packages for the worker of UDS Wa campuses were inadequate due to non availability of residential accommodation and transport for staff though senior members benefit from free medical care, book and research allowances was not sufficient. The study also found that monetary rewards and a conducive working environment were the preferred form of motivation for workers and also the effect of poor motivation for employees' performance on the campuses were absenteeism, low output and high turnover. The study recommended managers should liaise with GETFUND and other donor agencies such as habitant international to build residential accommodation for staff and institute end of year awards ceremonies to motivate staff.

Mawoli and Babandako (2011) stressed that motivation is in every human being and only needed to be activated or aroused. Secondly, motivation is only temporal as a motivated person at one time can become motivated another time. Hence individual motivation must be sustained and nourished after it has been effectively activated. Thirdly, the essence of individual motivation in management or an organization setting is to align employees' behaviour with that of the organization. That is to direct the employees thinking and doing (performance) towards effective and efficient achieving of the organizational goals.

Ojokuku, (2013) examined the impact of performance appraisal on the motivation and academics in Nigerian Universities. Questionnaire was the main instrument used for collecting data and Multiple Regression Analysis was applied for data analysis. The study found that the appraisal system applied was not accurate and fair enough because it does not capture adequately, all the job components that make up their performance during the review period. He concluded that academics in Nigerian public Universities do not have a favourable perception of performance appraisal system currently being used for them due to poor adequately capture, measure, and reward all aspects of the academics job performance review system. The study recommended that management of Nigerian Public Universities should explore the responsiveness of Nigerian academics to motivation, through effective use of Human resource tools.

Motivation is an important factor in predicting job performance of employees in both private and public sectors. Greenberg and Baron (2000, 2003) motivation could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individuals' action. People tend to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. Second part means the choice people make and the direction their behaviour takes. The final part focuses on maintaining behaviour clearly defining how long people have to persist at attempting to meet their goal. Employee's level of performance depends not only on their main skills but also on the level of motivation each person shows (Burney et al., 2007). Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to reward (Dessler, 1978). Over –changing, talented employees

are the driving force of all organizations so it is vital that firms strive to motivate and hold on to the best employees (Harrington, 2003).

Popoola (2007) viewed motivation as a force that maintains and changes the quality, intensity and direction of behaviour toward arousing the interest of workers by constantly and willing executing their assigned duties without coercion or little or no supervision. It is a goal directed at employees and therefore cannot be outside the goal of any organization whether public, private or not for profit .This implies that work motivation has serious outcome on organizational work performance. Cole (2006) opines that motivation is the term used to describe those processes both instinctive and rational by which people seek to satisfy their basic drives, perceived needs and personal goals which triggers performance. Motivation is essential to organizational effectiveness, and is a predictor of performance of employee (Stoner, 2002). Many organizations want their employees to perform to the best of their abilities yet motivation remains a difficult fact to manage. Mullins (1999) observed that employee's aspirations and target do not always match with what their supervisor can provide. It has been suggested that proper motivation can importantly influence the attitude of workers toward their work. For employers who successfully motivate their workers often witness low absenteeism and turnover, greater satisfaction and commitment and ultimately higher productivity or performance in work place. Oladunjoye (2002) reported that training is a major tool to motivate workers to perform their work optimally and to cope with the ever changing nature of work schedule in banking sector. The study also shed light on motivational factors, predictive of staying optimally and coping with the ever-changing nature of work with or voluntarily leaving the company. The opportunities for rapid

promotions in the organization can motivate an employee to enhance his/her job performance and show high organizational commitment.

Promotion must be backed up with high increased of wages and salaries. Also monetary incentives have positive influence on workers attitude to work in a depressed economy like Nigeria where good welfare packages for minimum comfort of citizens are lacking and coupled with high inflation rate that rapidly worsens the standard of living of people .This assertion corroborates that of Anikpo (1984) who noted that in contemporary Nigerian society, the workers have been surrounded with hegemonic power of money. Trevor and Boudreau (1997) opined that low salary growth and high promotion were positively associated with the dimension of performance that was explicitly rewarded, but not with the non-reward dimension. When employees are adequately remunerated (good pay package) there could be a tendency for them to have high job satisfaction and high organizational commitment. Maehr (1998), Martel (1988) and Lahiri (1988) had a contrary view about workers motivation in an organization .They submitted that if staff must be motivated, it is necessary to pay attention to safety and health issue relating to them as such measures are capable of enhancing high performance and quality of work life.

2.7 Motivation and Work Performance of Para-professional Library Staff

Motivation is crucial in determining the quality of work performance of para-professional staff in work place. Motivation is key to employees' performance and companies' productivity. Motivation has been identified as an effective tool for generating efficient para-professional work performance. To managers, motivation serves as veritable tools to influence employees' performance that ultimately increases organizational including academic libraries productivity. However, motivation has been identified as a dynamic

process that tilts employees' performance and efforts towards organizational goals. The performance of workers establishes to a large extent the quality of client satisfaction. Sigh and Tiwari (2011) opines that motivation is a zest and determination with a kind of excitement that leads one to persevere to reach greater height in no matter what at avenue of their life; be it personnel or professional. It also means drive. The drive may come from internal or external source. One of the important factors that lead one to their goal is the drive. They went further to state that individual determine this. If supervisor knows what drives the people are working for them, they can tailor job assignment and rewards to what make these people ''tick''.

James (2011) disclosed that many managers have attempted several programs to motivate para-professional staff in libraries, yet they have not worked for every category of staff in the library. He added that manager in organization especially libraries needs to understand what motivates the para-professional library staff within the context of the role they perform. Hence, it will assist organizations to survive and to be more productive. The library staff must have the right perception, develop positive self concept to his/her career and show readiness to perform optimally on the job. Aziagba (2009) emphasizes that it is high time to stress the library staff development with the aim of improving library services as a whole. A number of organizations aim to achieve optimum performance with the employee yet motivation remains a difficult factor to managers. Mullins (2005) notes that it is not easy for managers to meet para-professional library staff aspiration and objectives. It has been suggested that proper motivation can importantly influence the behaviour of employees in relation to their work. An effective manager who can completely motivate library staff will boost overall performance, increase workers satisfaction, less absenteeism

and achieve overall organizational goals. Green, Chivers and Mynoth (2000) identified the factors that motivate library staff as effective internal communication work relationships, involvement in decision making, support at times of organizational change, Job enrichment recognition and reward, training and development etc.

Brown and Sherpard (1997) examine the characteristics of work of teacher librarians in four major categories; knowledge base, technical skills, values and belief. They report that they will succeed in meeting his challenge only if they are motivated by deeply held values and belief regarding the development of share visions. Nkeuweren (1991) found that Nigerian library staff responded positively to monetary rewards as incentives to improve their job attitude and work performance. Monetary rewards may equally serve as incentives to enhance job satisfaction, motivation and boost overall performance of employee in tertiary institutions. Hosoi (2005) states that open lines of communication between employees and managers need to be incorporated or built into the workplace culture. If managers in tertiary institution libraries in Kaduna State employ open communication system with their employees, one can argue that it would allow a free flow of responses from the employees to the managers, and this consequently would allow the employees know how well they are doing on the job, and would also make them better equipped to take corrective actions or measures especially when their performances are below expectations. With this in place, work performance of para-professional library staff in Kaduna State would be enhanced.

Popoola, et al, (2007) investigated the work motivation, job satisfaction and organizational commitment of library personnel in academic and research libraries in Oyo State in Nigeria. They collected data using questionnaire from 9 libraries. They used

descriptive statistics, Pearson moment correlation, multiple classification method correlation and multiple classification method with t- test. They found out some salient issues in the field of librarianship is imperative for library managers to meet the demands of their personnel to strengthen their motivation, satisfaction, and commitment to minimize turnover. They recommended that governments and library management should concentrate on improving the working condition of library staff especially that the job training should be integrated with information technology.

Para-professional library staff could be exposed to hands on training that is hinged on technological advancements in order to enhance their productivities. This new methods of trainings could go a long way to help achieve high turnover in Nigerian Libraries. Para-professional library staff could be exposed to staff development programme in agreement with Dawha and Atimo (1999) that professional education is central or vital to develop the skills of para-professional library staff in Nigeria. Ajidahun (2007) also lends credence to this and suggested that on the job training could be the turning point to enhance library personnels' productivity.

2.8 Measuring Employee Performance

Performance measurement requires the use of relevant criteria that focus on employee's job. There are a wide variety of ways in which performance of employee can be measured whether individually, as a whole, internally or from an external perspective, it can be objective or subjective. Objective measures can be direct observation while subjective measures involve a supervisor's rating an employee's attitude (Robbin et al, 2011) . Performance measurement is an ongoing activity for all managers and their subordinates so

as to help them pinpoint employees who are performing well, those who have deficiency and those who need additional training. Hakala (2008) explains that employee can be measured through the use of the following indicators of performance as well as assessment of those indicators.

(i) Quantity: The amount of units created or make should be considered as an indicator of performance.

(ii) Quality: there are various method for achieving a result for the degree of work performed. The rate of work produced that is rejected serve as one indicator.

(iii) Timeliness: effective uses of time serve as an indicator for performance.

(iv) Cost effectiveness: employee should only be assessed on his performance when he /she as control over cost.

(v) Absenteeism / Tardiness- a person who is not absent from work is not performing.

(vi) Creativity: creativity as a performance indicator is hard to express the quantity. it very essential for managers and employee to keep abreast with original ideas in order to create something and try to measure the quantity.

(vii) Adherence to policy: this is the margin on creativity, but conversely of creativity.

(viii) Gossip and other personal habits: there should be bench mark put in place in order to check mate employee involve in this act. Thus, will help to reduce their behavior.

(ix) Personal appearance /Grooming: the inappropriate appearance and grooming should be made known, their effect upon the employee's performance should be defined to the worker. (Hakala, 2008).

2.8.1 Types of Appraisals and Assessments Terms

The following must be taken into cognizance as performance indicator for measurement of work performance:

Self Appraisal– in self appraisal, each individual is responsible for their own performance through the assessment of their own achievements or failures / lapses and promoting self management of development goals. It also enables employee's to be ready to discuss these point with their supervisor.

Manager Appraisal – this appraisal method involves the top managers assessing the performance of the employee's and does not give the worker opportunities for full involvement.

Traditional Appraisal– managers sit down with an employee and discuss performance for the previous performance period, usually a survey. The discussion is based on the manager's observations of the employee's abilities and performance of task as noted in job description. The performance is rated with the rating tied to salary percentage increases (Antonioni, 2011).

Peers Appraisal– Workers with similar position assess each other performance. This is based on the assumption that they have something in common with their fellow workers.

***Assessment Centre*:** Professional assessor is responsible for evaluating employee for their work done. They help to review worker deficiency as well as their strengths in an organization without being influenced by workers relationships.

The 360 Feedback Appraisal– It is a popular, most detailed and expensive performance appraisal method that involves evaluation input from multiple levels with the form as well as external sources. According to Mark (2000) 360 degree feedback refers to feedback on an employee's performance being provided by manager, different peoples or departments an employee interacts with peer evaluation external customers and the employee himself. Shrestha (2007) noted that the 360 degree evaluation can help one person be rated from different sides different people these can give wider perspectives of employee's competencies.

MBO (Management by Objectives)- this is also called appraisal by results, target coaching, work planning and review, performance objective setting, and mutual goal setting. Both individual and manager performance goals are usually specified. MBO process starts with ''job review and agreement'', ''development of performance standards'', ''setting of objectives'' and ''continuing performance discussions''. Each manager sets objectives derived from the overall goals and objectives of the organization (Robbins et al, 2011).

2.9 Performance Measurement of Para-professional Library Staff

Performance measurement is vital for the continuing growth and effective service delivery to patrons as well as the library itself, since without measuring the performance of employees including para-professional staff who are the back bone of the library, it is impossible to know

whether they are performing well or not. Andrews (2006) stressed that no matter the type of organizations whether library or other information centres are suppose to account for evidence of performance measurement. He also added that ‘’the motivation for performance measurement in libraries may have evolved over time (particularly as new services are offered and newer e.g. electronic resources are made available but increasingly libraries must demonstrate their worth for things that sometimes elude simple quantification’’.

Morgan (2009) emphasizes the need to lay adequate groundwork that includes performance standards, reflecting expectation of the para-professional staff and task to be completed and assessment measuring outcomes in objective way creating training plans that establish goals and objectives. He further stated that there should be priorities for training of para-professional library staff, and the method for the training should be specified, part of the training can include role playing to give the para-professional the chance to practice skills. Murray (1999) conducted a study in the Estonia University library and found out that highly evaluated performance measure and appraisal as a possible source of information and feedback for improving their para-professional work performance and seeking out for further training and education needs. He also noted that library as a system performance is lucrative but it assumed that it may encounter some challenges.

2.10 Summary of the Review

The literature review has shown that motivation was found to be of enormous importance as regards with work performance (Lamptey et al., 2013). Ramzan et al., (2013) investigated the impact of motivation on employee turnover in telecom sector of Pakistan using 106 telecom staff. They result revealed that motivation was significant predictors of decreasing employee’s intention to quit. Samuel and Kepha (2013) examined the effects of reward strategies on employee

performance at Kabete Technical Training Institute. The findings showed that there is a significant relationship between the reward strategies and employee work performance.

Previous works reviewed found that motivation had a significant effect on productivity (Senyah, 2003). Muogbo study (2013), which investigated employee motivation on organizational performance of selected firm in Anambra State revealed that there existed relationship between employee motivation and organizational performance. Ishfaq et al., (2010) examined the effect of motivational factors on employee's job satisfaction in Punjab Pakistan. The overall results indicated that significant relationship exist between intrinsic motivational factors including recognition, work itself, opportunity for advancement, professional growth, good feeling about organization and employee job satisfaction while hygiene (extrinsic) factors are not having significant relationship with employee's job satisfaction.

However, none of the literature reviewed sought to determine the influence of motivation as determinants of performance among para-professional library staff. None of the research reports reviewed examined strategies used by tertiary institution libraries in Kaduna State to motivate para-professional staff, extent to which, motivational strategies would enhance performance in an organization. This study was conducted to fill this gap in the literature as motivation is the key to a powerful manner, which creates productivity and helps the organization to survive. In this respect, it is the opinion of the researcher that, designing a reward program there is need to identify the appropriate reward program that managers need to considered in order to enhance the performance of the workers in an organization. These are recognition, salary, bonuses and training.

REFERENCES

Abdulsalam, Z., Damisa, M.A.& Iliyasu, B. (2007).''Analysis of Workers Motivational Factors in Agribusiness Organization: A Case Study of Sun Seed Nigeria Plc, Zaria''. *Journal of Business Administration, Vol.1, (15).*

Adio, G. & Popoola, S.O. (2010) ''Job Satisfaction and Career Commitment of Librarians in Federal University Libraries in Nigeria''. *Library Review. 59 (3): 175.*

Afful, P. Y., & Antwi, I. K. (2001) ''Motivation and Productivity in Academic Libraries: A Case Study of University of Cape Coast Library, Ghana'', *Ghana Library Journal. 13 (2): 10.*

Ajidahun, C.O. (2007). ''The Training, Development, and Education of Library Manpower in Information Technology in University Libraries in Nigeria''. *World Libraries, 17(1)*http://www.worlib.org/vol17nol/print/ajidahun- print.html Retrieved 23 February, 2014.

Akanbi P.A. (2011) Influence of Extrinsic and Intrinsic Motivation on Employees 'Performance. Ajayi Crowther University, Oyo State. Library Philosophy and Practice. Available on http://unllib.uni.edu/LPP Accessed 4th May,2013

Alderfer, C.P. (1972). *Existence, Relatedness and Growth: Human Needs in Organizational Setting*. New York: Free Press.

Ali, A. (2012). ''Impact of Motivation on the Working Performance of Employees- A Case Study of Pakistan''. *Global Advanced Research Journal of Management and Business Studies.* Vol. 1, (4) PP. 126-133.

Andrews, J.E. (2006). ''Measuring Library Performance: Principles and Techniques''. *Journal of the Medical Library Association. Vol.1, PP. l-89.*

Anikpo, M.C.C. (1984) *Identifying the Needs of Nigerian Workers.* In : P.N Ejiofor and V.A. Amagoh (eds). Managing the Nigerian Worker. Longman. P.15.

Anonymous (2009).*What is Motivation and How Does it Effects Performance?* New York: McGraw- Hill/ Irwin .

Anthony, A.B. (2012). Relationship Between Motivation and Job Performance at the University of Mines and Technology, Tarkwa, Ghana: Leadership Lessons. *Scientific Research Journals. Vol.3 (3).*

Antonioni, D. (2011). ''Improve the Performance Management Process Before Discontinuing Performance Appraisal Compensation and Benefits'', Vol. 26.

Antwi, I.K., and Bello, M. A. (1993). 'Motivation and Productivity in Academic Libraries: A Case Study of Abubakar Tafawa Balewa University Library. Bauchi, Nigeria': University Press.

Armstrong, M. (2006).*Human Resource Management Practice,* Kogan, PP.251-269.

Aryeetey, N .L. (2011).*Motivational Strategies and their Impact on Productivity: A Case Study of Ghana Airports Company Limited:* A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.

Aworemi, J.R., Abdul-Azeez, I.A., & Durowoju, S.T.(2011).''An Empirical Study of the Motivational Factors of Employees in Nigeria''. *International Journal of Economics and Finance.Vol.3, (5).*

Ayetola, S.O. (2012) Influence of Motivation on Turnover of Library Personnel in Some Public Universities in South West Nigeria. *Library Philosophy and Practice*. Available http://unllib.uni.edu/LPP/.Retrieved 12th August, 2013.

Aziagba, P.C. (2009). ''Staff Development a Motivation for Para-professionals: A Case Study in Southern Nigeria. Chinese Librarianship'': *An International Electronic Journal:*http://www.iclc.us/cliej/c/27aziagba.

Azim,M. (2013). ''Impact of Motivation on Employee Performance with Effect of Training: Specific to Education Sector of Pakistan''. *International Journal of Scientific and Research Publication, Vol.3, (9).*

Boeree (2006) '' Abraham Maslow''.<http://webspaces.ship.edu/cgboer/maslow.html>accessed 3rd June, 2014.

Brown, T & Sheppard, B.(1997). *Teacher Librarians in Learning Organisations.* Paper Presented at the Annual Conference of the International Association of Associate Librarianship. Canada. August 25-30.

Burney, L. & Widener, S.K. (2007).''Strategic Performance Measurement Systems, Job-Relevant Information and Managerial Behavioural Responses. Role Stress and Performance''. *Behavioural Research in Accounting (19).43-69.*

Campbell, J.P. (1990). *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology.* In M.D. Dunnette & L.M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (PP.687-732). Palo Alto, CA: Consulting Psychologists Press, Inc.

Charles, A.B. & Anthony, K. (2014). Effects of Motivation on Job Performance of Local Government Workers in Ghana: A Case Study of Atwima Nwabiagya District Assembly in the Ashanti Region. *International Journal of Management Sciences.*Vol.2,(8).

Chowdhury, M.S. (2007). Enhancing Motivation and Work Performance of the Sales people: The Impact of Supervisors' Behaviour. *African Journal of Business Management Vol.1(9), PP.238-243.* Available online at http://www.academicjournals.org/AJBM Retrieved on 16th May, 2013

Chukwudi, F.A., Odogwu, C.C., & Adedehinho, E.B. (2012).Motivation and Employees' Performance in the Public and Private Sectors in Nigeria. *International Journal of Business Administration. Vol.3, (1)www.sciedu.ca/ijba Retrieved 3rd July, 2013*

Cole, G.A. (2006).*Management Theory and Practice.* New Delhi: Martins

Dau, G.G. (2010). *The Effect of Motivation on Workers Performance: A Case Study of First Bank of Nigeria Plc; Regional Office, Kaduna* (2000-2007) MPA Project A.B.U Zaria.

Dawha, E.L., &Atimo M.I. (1999). Librarianship as a Career in Nigeria: Past, Present, and Future Prospects. Lagos *Librarian, 20 (1/2):42*

Dessler, G. (1978). *Personnel Management. Modern Concepts and Techniques.* Reston. V.A: Prentice-Hall Company.

Edigin, J.E. (2000). *Motivation:* In Afe, J.O. and Egbochukwu and Learning. Lagos: Tommy Terry Prints, P.50

Farh, C.C., Seo, T. (2012). Emotional Intelligence, Teamwork Effectiveness, and Job Performance: The Moderating Role of Job Context." *Journal of Applied Psychology*.

Fielding, R.L. (2006) *Employee Motivation Strategies.* New York: Academic Press

Flecther, J. (2014). *What is Job Performance?* In: S. Pike (ed). Conjecture Corporation

Francis, B. M & Ophelia, D. (2011). Performance – Based Pay as a Motivational Tool for Achieving Organizational Performance: An Exploratory Case Study. *International Journal of Business and Managemen*t. Vol.6, (12)

Garg, P. & Rastogi, R (2006). New Model of Job Design: Motivating Employees' Performance. *The Journal of Management Development. 25: 572-583*

Gomez- Mejia, L. R, Balkin D.B & Cardy, R. L (2007) *Managing Human Resources* (5th ed.) Upper Saddle River, NJ: Pearson Educational International

Green, J. Chivers, B, & Mynott, G.(2000). In the Librarian's Chair: An Analysis of Factors which Influence the Motivation of Library Staff and Contribute to the Effective Delivery of Services. *Library Review.40 (8). 380-388*

Greenberg & Baron (2003). *Behavior in Organization.*7th ed. Upper Saddle River, NJ: Prentice- Hall Inc.

Hakala, D. (2008). Ways to Measure Employee Performance. www.hrworld.com/features/16.ways.me retrieved 6th February, 2014.

Halepota, H.A. (2005) Motivational Theories and their Application in Construction Cost – Engineering.Vol.47, (3) PP.14-18.

Harrington, J. (2003) Training Adds up Incentive. Journal of Applied Psychology.177(6)22.

Herzberg, F. (1966).*Work and Nature of Man.* Cleveland: World. Publishing Company.

Hosoi, M. (2005).Motivating Employees in Academic Libraries in Tough Times. Cornell University Press

Ishfaq, A., Muhammad M.N., Naveed,.I, Imran, A., Zeeshan, S.& Ahmad, U.(2010). Effects of Motivational Factors on Employee Job Satisfaction. A Case Study of University of the Punjab Pakistan. *International Journal of Business and Management.Vol.5 (3)*

James, I.J. (2011). Effective Motivation of Para-professional Staff in Academic Libraries in Nigeria. *Library philosophy and practice.* Available on http://unllib.unl.edu/LPP/

Jones, G.R & George J.M. (2006) *Contemporary Management.* 4thed. New York: McGraw Hill

Khan, K.U., Farooq, S.U. & Khan, Z. (2010). The Relationship Between Rewards and Employee Motivation in Commercial Banks of Pakistan. *Research Journal of International Studies, Issue 14,* available at http://www.Eurojournals.com/rjis-14-06.pdf (Accessed 21 July, 2014).

Kiruja, E.K, & Elegwu M.(2013). Effect of Motivation on Employee Performance in Public Middle Level Technical Training Institutions in Kenya. *International Journal of Advances in Management and Economics.*www.managementjournal.info Retrieved 12th May, 2014

Kruger, J. & Rootman, C.(2010). How Do Small Business Managers Influence Employee Satisfaction and Commitment? *Acta Commercii. Vol.7, P55*

Lahiri, R. (1988) The Human Side of the Library. Annals of Library and Documentation, 35 (2) 84-92

Lamptey, R.B, Boateng M.D & Antwi, I.K,.(2013). Motivation and Performance of Librarians in Public Universities in Ghana. *Library Philosophy and Practice.*

Available on http://www.digitalcommons.unl.edu/.libphilprac/911.Accessed on 6th June, 2014.

Lathans, F. (1998). *Organisational Behaviour.* 8th ed. Boston: McGraw- Hill.

Maehr, M.L. (1989) Building Job Commitment among Employees. *Library Trends,39 (1)50-56*.

Mahfuz, J. (2012). Assessing the Influence of Job Characteristics and Self Efficacy on Job Performance: A Structural Equation Modeling Analysis. Amman

Mark, K. (2000). Giving and Receiving Performance Evaluations.*CPA Journal. Vol.3 (4)*

Martell, C. (1988). Achieving High Performance in Library Trends, 38(1)73-91.

Maslow. A.H. (1943). A Theory of Human Motivation. Psychological Review (July).370-396.

Mathis, J. L. & Jackson ,J. H. (2002) *Human Resources Management* . (9th ed.). New York, South Western College Publisher.

Mathis, R.L. & Jackson, J.H.(2006). *Human Resource Management.*11th ed. Thompson, Mason Ohio U.S.A.

Mawoli, M.A & Babandako, A.Y. (2011). An Evaluation of Staff Motivation, Dissatisfaction and Job Performance in An Academic Setting. Australian *Journal of Business and Management Research.Vol.9 (1-13)*. Lapai Niger State.

Maxwell, O. (2011). *The Effect of Motivation on Employee Performance in Ghana Educational Service: A Case Study of Angel Educational Complex.* A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.

McClelland, D.C. (1965). Toward a Theory of Motive Acquisition. *American Psychologists.Vol.20, PP.321-333*

Morgan, P.J. (2009) *Training Para-professionals for Reference Service:* A How -To- Do- It Manual for Libraries. 2nded.New York: Neal Schuman Publisher.

Motowidlo, S.J. (2003) Job Performance. In W.C Borman, D.R. Iigen, & R.J. Klimoski (eds.) *Handbook of Psychological Vol.12*. Industrial and Organizational Psychology (PP.39-53) Hobokan, NJ: John Wiley & Sons

Mullins, J.L. (1999).*Management and Organisational Behaviour.* London: Pitman.

Mullins, J. L. (2005) *Management and Organisational Behaviour*. (4th ed.). London: Pitman Publishing.

Muogbo, U.S. (2013). The Impact of Employee Motivation on Organizational Performance A Study of Some Selected Firms in Anambra State Nigeria. *The International Journal of Engineering and Science* (IJES) Vol. 2, (7) PP.70-80

Murray. R.(1999).Job Satisfaction of Professional and Para-professional Library Staff at the University of Estonia. New York: MCGraw-Hill

Navdeep K. & Pankaj, G. (2011). Impact of Motivational Factors on Employee's Job Satisfaction. A Study on Some Selected Organization in Punjab, India. *Asian Journal of Management Research. Vol.2 (1)*

Nelson, D.L & Quick, J.C. (2003).*Organisational Behaviour: Foundation, Realities and Challenges* (4th ed.) Australia: Thomas South-Western.

Nhat, N.C. & Dung, N.V. (2013). Effects of Motivation and Job Satisfaction on Employees' Performance at Petrovietnam Nghean Construction Joint Stock Corporation (PVNC). *International Journal of Business and Social Science.* Vol.4, (6)

Nkereuwen, E.E. (1991). The Correlation between Job Satisfaction, Job Attitude and Work Behaviour Among Staff in Academic Libraries in Nigeria. *Information Service and Use.12(1).253-261.*

Nuradeen, A. (2010) ''*Motivation and Work Performance in Tertiary Institutions in Nigeria: A Case Study of Ahmadu Bello University Teaching Staff''* MPA Project. ABU Zaria

Obajemu, A.S., Dekpen, N.A and Ojo, J.A (2012) Staff Motivation in the University of Lagos Libraries, Nigeria. *Library Philosophy and Practice.* Available on http://unllib.unl.edu/LPP/.Retrieved 2nd May, 2013

Ojokuku, R.M. (2013). Effect of Performance Appraisal System on Motivation and Performance of Academics in Nigerian Public University. *Australian Journal of Business and Management Research.* Vol. 3, (3)

Oladunjoye, B.(2002). *Motivating Workers through Training: A Case Study of Wema Bank Nigeria, Plc*. M.ED Dissertation, University of Ibadan, Ibadan, P. 123

Olajide, A. (2000) *Getting the Best out of Employees in a Developing Economy.* A Paper Presented at Personnel Psychology Guest Lecture. Department of Guidance and Counseling, University of Ibadan, Ibadan.PP.1-15.

Olorunsola, R. (2002) Job Rotation in Academic Libraries: The Situation a Nigerian University Library. *Library Management 21 (2) 94-98*

Opu, S. (2008).*Motivation and Work Performance: Complexities in Achieving Good Performance Outcome; A Study Focusing on Motivation Measures and Improving*

Workers Performance in Kitgum District Local Government. Master's Thesis Submitted to Department of Development Studies. Institute of Social Studies.

Owusu, T. (2012).*Effects of Motivation on Employee Performance: A Case Study of Ghana Commercial Bank, Kumasi Zone:* A Thesis Submitted to the Institute of Distance Learning, Kwane Nkrumah University of Science and Technology.

Popoola, S.O. (2007) Work Place, Biographical and Motivation Factors Affecting Organisational Commitment of Records Officers in Nigerian Federal Universities. *African Journal of Library, Archives and Information Science.17(1)33-44.*

Popoola, S.O. & Ayeni, C.O (2007). Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*

Posner, B.G.(1990) Role Changes. Inc. (Feb): 95-98

Quratul-Ain, M. (2012).Impact of Employees Motivation on Organisational Effectiveness. *Business Management and Strategy.*Vol.3, No.1

Ramzan, M., Sajjad, A. & Ghazanfar, H. (2013) Impact of Motivation on Employee Turnover in Telecom Sector of Pakistan. *Journal of Business Studies Quarterly. jbsq. Org Vol 5, No. 1*

*Re*hman, K. U, Zaheer. B & Sufwan.N (2007) A Study Measuring the Effect of Pay, Promotion and Training on Job Satisfaction in Pakistan Service Industry. *European Journal of Social Sciences Vol. 5, (3)*

Rizwan, Q.D. & Ali, U. (2010). Impact of Reward and Recognition on Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management.* Vol. 5, (2) www.ccsenet.org/ijibm

Robbins ,S.P & David, A. D.(2001) *Fundamental of Management.* Delhi: Pearson

Robbins, S.P, Drecenzo, D.A & Coulter, M.(2011). *Fundamentals of Management.*7thed, U.S.A: Pearson, Education Inc, New Jersey.

Rukhmani, K., Ramesh, M., & Jayakrishnan, J., (2010).Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences, 15 (3), 365-369.*

Samuel, M.W. & Kepha, O. (2013).Effects of Reward Strategies on Employee Performance at Kabete Technical Training Institute Nairobi Kenya. *Public Policy and Administration Research. Vol.3 (7)www.iiste.org Retrieved 4th January, 2014*

Seniwoliba, A.J. & Nchorbono, A.D. (2013).Examining the Role of Motivation on Employee Performance in the Public Sector in Ghana. *Merit Research Journals.Vol.1 (10)www.meritresearchjournals.org Retrieved 6th April, 2014*

Senyah, Y. (2003) 'Motivation and Productivity in Academic Libraries: A Case Study of the Kwame Nkrumah University of Science and Technology Library, Kumasi'. *Journal of Science and Technology, 23, (2), 80-82.*

Schultz, P. Duane, S. & Sydney, .E. (2013).*Psychology and Work Today: An Introduction to Industrial and Organizational Psychology.* 11th ed. Upper Saddle River NJ, Prentice Hall

Shrestha S. (2007) Improving Employee Performance Appraisal Method Through Web Based Appraisal Support System: System Development from IEICE TRANS. INF & SYST., Vol. E 90-D No. ID, PP.162 .

Singh, S.K & Tiwari, V. (2011). Relationship Between Motivation and Job Satisfaction of the White Collar Employees. A Case Study.*SMS Varanasi* Vol.2 (2)

Stoner, A.F.(2002) *Management.* New Delhi: Prentice Hall of India.

Trevor, C.O.B. & Boudreau, J. (1997).Voluntary Turnover and Job Performance Curvilinearity and the Moderating Influence of Salary Growth and Promotions. *Journal of Applied Psychology, 82,(1),44-61.*

Tsigilis, N., Koustelios, A. and Togia, A., (2004) 'Multivariate Relationship and Discriminant Validity Between Job Satisfaction and Burnout'. *Journal of Managerial Psychology . 19 (7):671.*

Ugah, A.D. & Okpara, M. (2008) Motivation and Productivity in the Library. *Library Philosophy and Practice. Available* on http://unllib.uni.edi/LPP/ Retrieved 5th June, 2013.

Ukaejiofo, R.U. (2013). Impact of Motivation on Employees' Performance: A Case Study of Credit West Bank Cyprus. *Journal of Economics and International Finance*.Vol.5, (5).PP.199-211.

Umar, K.Y.(2010) *''Motivation and Workers Performance in the Ministry of Solid Mineral Development, Abuja''* MPA Project. ABU Zaria.

Weihrich, H., Cannice, M.V. & Koontz, H. (2008) *Management: A Global and Entrepreneurial perspective.*12thed. New Delhi India : Tata McGraw Hill.

Werner, S., Schuler, R.S & Jackson, S.E. (2012).*Human Resource Management,* 11thed, Canada: South Western Cengage Learning.

Willian, R.S.(2002). *Managing Employee Performance*: *Design and Implementation in Organizations.* London: Thompson Learning.

Yazdani, B. O., Yaghoubi, N. M., & Giri, E. S., (2011).Factors Affecting the Empowerment of Employees. *European Journal of Social Sciences, 20 (2), 267-274.*

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures and method adopted for the study under the following sub-headings

3.2 Research Method Adopted for the Study

3.3 Population of the Study

3.4 Sample and Sampling Techniques

3.5 Instruments for Data Collection

3.6 Validity of the Instrument

3.7 Reliability of the Instrument

3.8 Procedure for Data Collection

3.9 Procedure for Data Analysis

3.2 Research Method Adopted for the Study

Survey method was used for this study because it could facilitate gathering of information for the study. Osuala (2005) posited that survey research method is very useful in answering research questions, adding that it is very important to gather information from a target population numbering some hundreds or thousands but in this context of survey method it most often refers to a questionnaire and interview used to measure the characteristics or attitudes of respondents.

3.3 Population of the Study

The population for this study consisted of library managers and para-professional library staff. The population covered twenty five (25) library managers and five hundred and ninety three (593) para-professional staff in the tertiary institution libraries in Kaduna State.

The total population of the library managers and para-professional library staff was six hundred and eighteen (618) (i.e., 25 library managers and 593 para-professional library staff). The Table 3.1 below shows the population distribution across the twenty five tertiary institution libraries in Kaduna State.

Table 3.1: Population of the Study

S/No	List of Tertiary Institution Libraries in Kaduna State	Para-Professional Library Staff
1	Ahmadu Bello University, Zaria	294
2	Air Force Institute of Technology, Kaduna	8
3	Ameer Shehu Idris College, Zaria	5
4	City University of Technology, Kaduna	4
5	College of Education, Gidan Waya, Kanfachan	8
6	Federal College of Education, Zaria	48
7	Federal College of Forestry Mechanisation, Kaduna	12
8	Federal Cooperative College, Kaduna	7
9	Federal Fishery Training Institute, Kaduna	7
10	Jama'atu College of Education (JACE), Kaduna	3
11	Kaduna Polytechnic	52
12	Kaduna State University	47
13	National Institute of Leather, Science and Technology, Zaria	16
14	National Open University, Kaduna	5
15	National Research Institute of Chemical Technology, Zaria	8
16	National Tuberculosis and Leprosy Training Centre (NIBLTC), Zaria	5
17	National Water Research Institute Mando, Kaduna	7
18	Nigerian College of Aviation Technology, Zaria	3
19	Nigeria Defence Academy, Kaduna	8
20	Nigeria Institute of Transport Technology, Zaria	5
21	Nigerian Institute of Trypanosomiasis Research, Kaduna	6
22	Nuhu Bamalli Polytechnic, Zaria	17
23	School of Health Technology, Markafi	8
24	School of Nursing /Midwifery, Kaduna	4
25	Staff Development Training, Kaduna	6
	Total	593

Source: Para-professional Staff List in Tertiary Institution Libraries in Kaduna State (2014)

3.4 Sample and Sampling Techniques

Stratified random sampling procedure was adopted. The population of tertiary institution libraries in Kaduna State was stratified into University, College, Polytechnic, School of Health and National Research Institute. Since, the para-professional library staff in the institutions were not of equal number, the researcher selected from each stratum a number proportionate to the population in that stratum. Finally, simple random sampling was used because it will help to identify the subjects of the study.

3.2 Sample Size

S/N	Name of Tertiary Institutions in Kaduna State	Para-professional Staff Sampled Population	40% of the Population Sampled	Managers
1.	Ahmadu Bello University Zaria	294	118	1
2.	Kaduna Polytechnic	52	21	1
3.	Federal College of Education Zaria	48	19	1
4.	School of Health Technology, Markafi	8	3	1
5.	National Institute of Leather, Science, and Technology Zaria	16	6	1
	Total	418	167	5

Source: Para-professional Staff List in Tertiary Institution Libraries in Kaduna State (2014).

Nwana (2007) and Uhegbu (2010) stated that if the population is in many hundreds 20% sample will do. Therefore, the researcher went further to use 40% of the population so as to have adequate representative sample for hundreds. 40% can be selected from each stratum. Therefore, the total sample for each stratum was one hundred and sixty seven para-

professional library staff (40% of the population) was used for this study and five library managers were interviewed.

3.5 Instruments for Data Collection

Two research instruments were used in collecting data for this study. These are questionnaire and interview.

3.5.1 Questionnaire

A questionnaire is cost effective and requires much less skill to administer (Ihemeje, 2006:). He further asserts that the impersonal nature of questionnaires achieve some uniformity from one measurement situation to another where the respondents face less pressure to give their responses through the questionnaire . Questionnaire is also an acceptable instrument in non- experimental studies involving large population. The questionnaire was made up of three sections (A- C). Each of the sections addressed a particular variable of the study.

Section A was related to the demographic data required in the study, Section B was concerned with the strategies for motivating para-professional work performance, and the items in Section C required investigating influence of motivational strategies on para-professional work performance. Each of the sections was targeted at the research questions or hypotheses raised in the study using five point Likert rating scale for Section B and C. Section B was rated with Very Frequently Used (5 points) Frequently Used (4 points) Occasionally Used (3 points) Rarely Used (2 points) Never Used (1 point) and Section C was rated with Very Extensively (5), Extensively (4), Undecided (3), Not Extensively (2), and Not At All.

The questionnaires were administered to para-professional library staff that hold Diploma in Library and Information Science. On a 5-point Likert type scale, the cut-off point was obtained by adding the values in scale (1+2+3+4+5=15) and dividing by 5 to obtain a mean of 3 (15/5). Any item ranked from 3 and above was regarded as positive while any one from 3 and below was regarded as negative. The scores given to any item were computed by adding the values of the ratings by the respondents.

3.5.2 Interview

Another important instrument used in the collection of data for the study was interview. This was used to get additional information from Head of the libraries. The heads of the libraries are those in leadership position. Ibrahim (2013) stated that '' an interview is a conversation between two people; the interviewer and the interviewee, where questions are asked by the interviewer to obtain information from the interviewee". Structured interview questions were given to the head of the libraries because, it facilitates faster interviews that can be more easily analyzed and compared. The interview was used to elicit more information and to fill the information gaps identified from completed questionnaire as regards to influence of motivational strategies on para-professional work performance.

3.6 Validity of the Instrument

Validity is an important part of determining the usefulness and applicability of psychological test. Validity refers to how well a test measures what it is purported to measure (Nasir, 2005). The instrument was given to the supervisors, two senior lecturers in Library and Information Science, Psychology and Faculty of Administration, Ahmadu Bello University, Zaria who are experts in the field to ascertain its face and content validity. This

resulted to useful criticism, corrections and additions to ensure that the instrument was appropriate and to eliminate ambiguity.

3.7 Reliability of the Instrument

Reliability analysis measures the internal consistency of a group of items. According to Gaur and Gaur (2009), reliability refers to the confidence we can place on the measuring instrument to give us the same numeric value when the measurement is repeated on the same object. To establish the reliability of the instrument, data were collected through pilot test at Bayero University Kano Library. Seventeen (17) copies of the questionnaire were administered to para-professional staff in Bayero University, Kano (B.U.K) Library and were filled. The result yielded a Cronbach alpha .761 for questionnaire designed to identify strategies used to motivate para-professional staff. Also, .809 and .853 were gotten for questionnaire that measures frequency of use of motivational strategies, and the questionnaire that measured the influence of motivational strategies on work performance. Obeka (2011) reported that, a reliability between 0.70 to 1.00 is acceptable.

3.8 Procedure for Data Collection

The copies of the questionnaire were administered by the researcher to one hundred and sixty seven para-professional library staff in tertiary institutions in Kaduna State, with the assistance of three (3) research assistants. This was to facilitate high response and speedy collection of the questionnaire. The questionnaires were administered in different days as the samples were not in the same location as well as not having equal sample number. Four days were spent in each tertiary institution libraries and two days were used for retrieving the

filled questionnaire from the research assistants during which interview was made with the heads of the libraries with a view to obtaining additional information as backup for statement made by the para-professional staff.

3.9 Procedure for Data Analysis

Descriptive statistical instruments such as tables, frequencies, percentages, and mean were used to analyze the research questions. The hypothesis was tested using Pearson Product Moment Correlation (PPMC) statistics. The PPMC was used to determine the relationship between dependent variables (performance) and the set of independent variable (motivation). To elicit empirical findings and analysis, this study adopted the use of SPSS Statistical Software Package.

REFERENCES

Gaur, A. & Gaur, S. (2009). *Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS*, New Delhi: Response Books from Sage Publications.

Ibrahim, U. (2013). *Techniques for Writing and Presentation of Thesis/ Dissertation: A Companion Guide for Postgraduate Students in Nigerian University System.* –Zaria: ABUP.

Ihemeje, S. (2006). *Management Research Methodology: A Principle and Practices,* Nasarawa: Onalre Publishers.

Nasir, M.B. (2005). *Introduction to Research Process in Education*: Kaura Namoda, Midas Equitable Publishers.

Nwana, O.C. (2007). *Introduction to Educational Research For Students and Teacher.* Ibadan: HEBN Publisher PLC.

Obeka, S.S. (2011). *Panacea of Science Education Research* . Kaduna: Ahmadu Bello University Press, Zaria, PP. 116-122.

Osuala, E.C. (2005) *Introduction to Research Methods;* 3rded. Onitsha: Africana First Publishers Ltd.

Uhegbu, A.N. (2010). *Research and Statistical Methods in Library and Information Science.* Owerri: Barloz Publishers Inc.

.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the statistical analyses, and interpretations of the data collected. The demographic variables of the staff responses are presented in tables, frequencies and percentages. The analysis of the data was structured along the descriptive analysis and inferential analysis and illustrated with graphical presentations in line with the research objectives.

4.2. Response Rate

The response of para-professional staff selected from five tertiary institution libraries in Kaduna State is presented in Table 4.1

Table 4.1: Response Rate of the Para-professional Staff Selected from the Tertiary Institution Libraries

Tertiary Institutions in Kaduna State	No of questionnaires Administered	Number Returned	Percentage
Ahmadu Bello University, Zaria	118	101	85.6
Kaduna Polytechnic	21	18	85.7
Federal College of Education, Zaria	19	16	84.2
School of Health Technology, Markafi	3	3	100.0
National Institute of Leather, Science and Technology, Zaria	6	5	83.3
Total	167	143	85.6

As can be seen in Table 4.1, a total of 118 questionnaires were administered to the para-professional staff of Ahmadu Bello University, Zaria out of which 101 (85.6%) were filled and returned for the study. Twenty one (21) questionnaires were administered to the para-professional staff of Kaduna Polytechnic. Of this, 18 (85.7%)were filled and returned

while 16 (84.2%) out of the 19 administered to Federal College of Education, Zaria were filled correctly and returned. All the 3 questionnaires administered to the para-professional in School of Health, Markafi were filled and returned. However, only 5 (83.3%) out of the 6 administered to the para-professionals in National Institute of Leather, Science, and Technology, Zaria were returned. In all, 167 questionnaires were administered out of which 143 (85.6%) were found to be satisfactorily filled and therefore used for the study.

4.3 Demographic Characteristics of Respondents

The demographic characteristics of the para-professional personnel selected along their expressed opinions on motivation and performance of para-professional staff in tertiary institution libraries were: gender, age, marital status, working experience and highest educational qualification.

4.3.1 Gender of Respondents

Table 4.2: Gender of Respondents

Gender	Frequency	Percent
Male	90	62.9
Female	53	37.1
Total	143	100.0

These variables were considered of general association with individual expression on the investigated variables (motivational strategies and work performance). Of the 143 para-professionals, 90 (62.9%) were male while 53 (37.1%) were females. This implies that male and female personnel in the tertiary institutions' libraries could be said to be fairly represented in the study.

4.3.2 Age of Respondents

Table 4.3 shows the age distribution of the personnel categorized into ranges.

Table 4.3: Age Range of Para-professional Personnel

Age	Frequency	Percent
20-30	9	6.3
31-40	41	28.7
41-50	53	37.1
51 and above	40	28.0
Total	143	100.0

The frequency and percentage table reveals that 9(6.3%) of para-professional library staff falls within the age range 20-30 years while those within 31-40 years were found to be around 41 (28.7%). It was also found that 53 respondents representing (37.1%) were within the age range 41-50 while only 40 (28.0%) were within the ages 51 and above. This means that more than half of the para-professional workers in the libraries selected were 41 and above. This distribution clearly reflected the actual proportions of the para-professional personnel in most of the tertiary institutions' libraries in the State. The selection could therefore be said to include all ages of the personnel in the libraries. The implication of this is that most of the para-professional staff belong to active work force group which will have effect on productivity.

4.3.3 Marital Status of Respondents

Marital status could have influence on the perception of personnel on the motivational strategies used and the resulting job performances of the para-professional staff. Table 4.4 presents the personnel by their respective marital status.

Table 4.4: Marital Status of Para-professional Library Staff.

Marital status	Frequency	Percent
Single	34	23.8
Married	100	69.9
Divorced	5	3.5
Widowed	4	2.8
Total	143	100.0

The result revealed that 34 respondents representing 23.8% of the total sample size were single while 100 respondents representing 69.9% were married. Divorced and Widowed were 5(3.5%) and 4 (2.8%). The study found out that majority of para-professional library staff are married.

4.3.4 Years of Working Experience of Respondents

Their years of experience on the job are expected to play a major role in their expressed perception of the investigated variables. Table 4.5, presents the personnel in frequencies and percentages along their years of experience on the job

Table 4.5: Characteristics of Respondents by Years of Working Experience

Years of experience	Frequency	Percent
1-5 years	13	9.0
6-10 years	36	25.2
11-15 years	21	14.7
16-20 years	39	27.3
21 and above	34	23.8
Total	143	100.0

From Table 4.5, the years of experience for the para-professional library staff that have worked for 1-5 and 6-10 years were merged together, it was found that 49 respondents representing 34.2% fall within this category while those para-professional library staff that have worked for 11-15 and 16-20 years were 60 (42%).Only 34 (23.8%) of the total personnel said they have been on the job for over

20 years. By these distributions, the personnel could be said to have acquired enough experience on the job to provide valid information for attaining the objectives of the study. This implies that they have sufficient experience as regard to motivation and performance of para-professional library staff.

4.3.5 Highest Academic Qualification of Respondents

The qualification of the personnel is considered to be essentially associated with the type of job, the performance level and expected competency and effectiveness among others.

In Table 4.6, the para-professionals are classified by their highest academic qualifications.

Table 4.6: Characteristics of Respondents by Highest Academic Qualification

Highest qualification	Frequency	Percent
ND	91	63.6
HND	52	36.4
Total	143	100.0

In Table 4.6, it was found that 91 respondents out of 143 who participated in the study had National Diploma while 52 respondents representing(36.4%) had Higher National Diploma. This means that more than half of para-professional library staff have National Diploma. By these qualifications, the respondents could be said to have relatively high educational background in relation to the effect of motivational strategies on their job performance in the libraries.

4.4 Descriptive Analysis

Data collected for the study are presented in the order of research objectives

4.4.1 Strategies Used by Tertiary Institution Libraries in Kaduna State to Motivate Para-professional

In order to identify the strategies used by tertiary institution libraries in motivating para-professional library staff, the respondents were asked to indicate from a list of motivational strategies that are used by the tertiary institution libraries in questions.

Table 4.7: Response of the Para-professional Staff on Motivational Strategies Used on their Job Performance

Motivational Strategies Used	Used	Not Used
	Freq. (%)	Freq. (%)
Pay/ salary	111 (77.7)	32 (22.3)
Job design	113 (79.0)	30 (21)
Job rotation	120 (83.9)	23 (16.1)
Job enlargement	96 (67.1)	47(32.9)
Job enrichment	87(60.9)	56 (39.1)
Recognition	72(50.3)	71 (49.7)
Performance management	74(51.7)	69(48.3)
Promotion	87(60.9)	56(39.1)
Medical allowance	85(59.4)	58(40.6)
Education & training	141(96.8)	2(3.2)

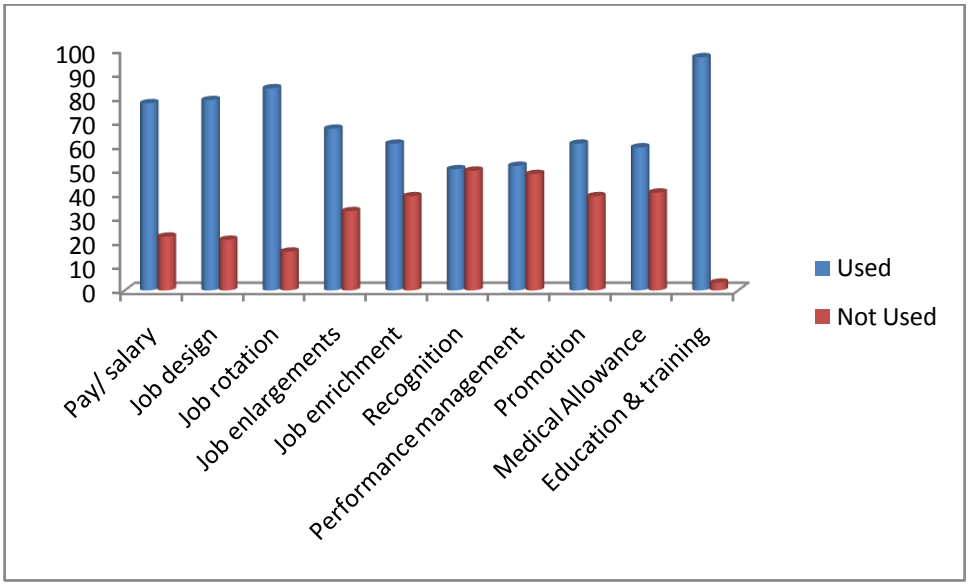


Fig: 1. Percentage Response on Different Types of Motivational Strategies Used for Para-professional Library Staff

Table 4.7 and Figure 1 showed that all the para-professional library staff indicated using all available strategies, although there were respondents who disagreed with strategies like recognition, 71 respondents representing 49.7% and performance management, 69 respondents representing 48.3%. This reveals that tertiary institution libraries in Kaduna State used various strategies to motivate workers. These include salary, job design, job rotation, job enlargement, job enrichment promotion, medical allowance, and education and training. On the whole, it was found that more than 95% of the respondents accepted that the tertiary institution libraries used the stated strategies in motivating para-professional workers. This finding is in agreement with Chukwudi et al., (2012) who highlighted some major motivational strategies adopted by organizations to improve the performance of employees. Fielding (2006) stated that job design is one of the strategies for motivating workers just as it was found out in this study. Grag and Rostogi (2005) submitted that high level of staff performance in organizations improves through job design as it is considered

the most effective method of motivating employees. It helps to reduce work- related challenge and staff feel they are on the right job and become accountable when they are not even doing their jobs.

Secondly, providing an effective reward system for employee is a motivational factor used by organizations. Therefore, manager must know how and when to match employees needs with organization's reward. Another strategy observed by Ugah (2008) is job enrichment. Ugah (2008) stressed that job enrichment improves productivity of employees by empowering them, giving autonomy, trust, more responsibility, authority, discretion and control. Olorunsola (2002) identified job enlargement (horizontal job loading), job rotation and flexible working hour as another strategies used by managers in motivating workers. Umar (2010) also identified some motivational factors such as incentives, training and welfare that help employees to perform their duties effectively.

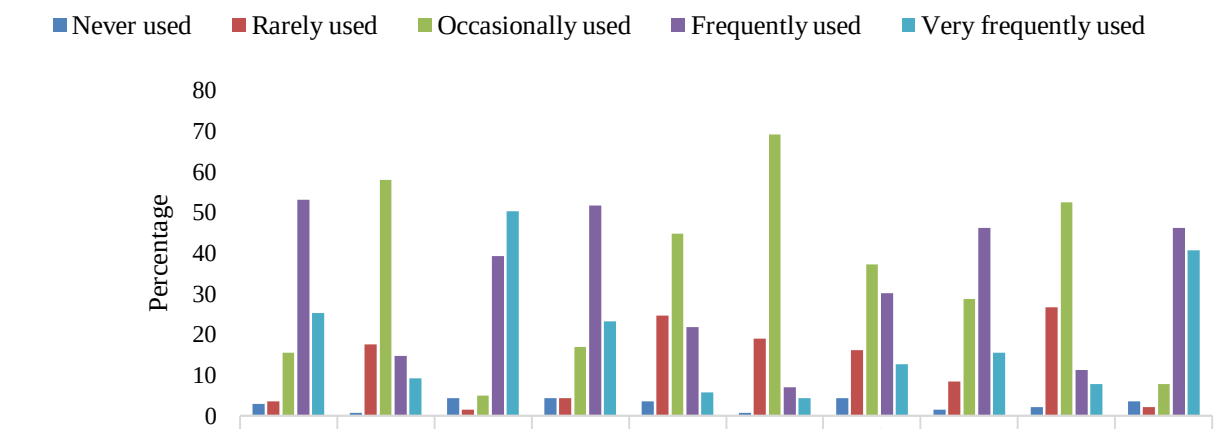
From the interview conducted with library managers in tertiary institution libraries under study, it was revealed that most of the motivational strategies in place (salaries, loan and welfare facilities) were not adequate. Therefore, they suggested that there is need to have more strategies like job design, structural provision, bonuses, job enrichment, reward, job enlargement, flexible working hour, regular promotion, good working conditions, prompt payment of salaries, monitoring and evaluation strategy, human capacity development, retraining and workshop strategy, status, proper job title placement, an open–door policy, job security, interesting work and employee involvement. It can be deduced that salaries paid to workers of tertiary institution libraries are perceived not to be adequate to sustain the para-professional staff living standard. The implication is that with inadequate salaries, the para-professional staff would not be able to meet up with their basic needs which in turn would affect their performance.

4.4.2 Frequency of Use of Motivational Strategies in Tertiary Institution Libraries in Kaduna State

Table 4.8 and Figure 2 present the opinions of para-professional library staff on how frequent the motivational strategies are used to motivate them.

Table 4.8: Response on the Frequency of Use of Motivational Strategies in Tertiary Institution Libraries in Kaduna State

Responses	Never Used	Rarely Used	Occasionally Used	Frequently Used	Very Frequently Used	Mean
Description	**F(%)**	**F(%)**	**F(%)**	**F(%)**	**F(%)**	
Pay/ salary	4(2.8)	5(3.5)	22(15.4)	76(53.1)	36(25.2)	3.94
Job design	1(.7)	25(17.5)	83(58)	21(14.7)	13(9.1)	3.14
Job rotation	6(4.2)	2(1.4)	7(4.9)	56(39.2)	72(50.3)	4.30
Job enlargement	6(4.2)	6(4.2)	24(16.8)	74(51.7)	33(23.1)	3.83
Job enrichment	5(3.5)	35(24.5)	64(44.8)	31(21.7)	8(5.6)	3.01
Recognition	1(.7)	27(18.9)	99(69.2)	10(7)	6(4.2)	2.95
Performance management	6(4.2)	23(16.1)	53(37.1)	43(30.1)	18(12.6)	3.31
Promotion	2(1.4)	12(8.4)	41(28.7)	66(46.2)	22(15.4)	3.66
Medical allowance	3(2.1)	38(26.6)	75(52.4)	16(11.2)	11(7.7)	2.96
Education and training	5(3.5)	3(2.1)	11(7.7)	66(46.2)	58(40.6)	4.18
Summary response	4(2.8)	18(12.6)	48(33.6)	45(31.5)	28(19.5)	3.53



	Pay/ salary	Job design	Job rotation	Job enlargement	Job enrichment	Recognition	Performance management	Promotion	Medical allowance	Education & training
Never used	2.8	0.7	4.2	4.2	3.5	0.7	4.2	1.4	2.1	3.5
Rarely used	3.5	17.5	1.4	4.2	24.5	18.9	16.1	8.4	26.6	2.1
Occasionally used	15.4	58	4.9	16.8	44.8	69.2	37.1	28.7	52.4	7.7
Frequently used	53.1	14.7	39.2	51.7	21.7	7	30.1	46.2	11.2	46.2
Very frequently used	25.2	9.1	50.3	23.1	5.6	4.2	12.6	15.4	7.7	40.6

Fig:2 Percentage Response on the Frequency of Use of Motivational Strategies in Tertiary Institution Libraries in Kaduna State.

Respondents were requested to rate their frequency of use of each of the motivation strategies in Table 4.8 on a 5- point scale: Very Frequently Used=5, Frequently Used=4, Occasionally Used=3, Rarely Used=2, Never Used=1. The result shows that job rotation, job enlargement, pay/ salary were frequently used in their libraries than other motivational strategies while recognition and medical allowance were the least used. Also, job enrichment was not rated high. These findings are in line with Navdeep & Pankaj (2011) which shows that among independent variables i.e. (salary, promotion and facilities) salary package is the most important and most influential variable.

4.4.3 The Influence of Motivational Strategies on Work Performance of Para-professional Staff in Tertiary Institutions Libraries in Kaduna State

The para-professionals in the libraries were assessed on how motivational strategies can influence their level of job performance in the libraries. Table 4.9 shows the opinions of the staff on the influence of motivational strategies on jobs they perform in the libraries; assessed in line with the second research questions and objective of this study.

Table 4.9: Opinions of Para-professional Library Staff on the Influence of Motivational Strategies on Work Performance.

S/n	Items	Not at all	Not extensively	Undecided	Extensively	Very extensively	Mean
	Description	F (%)	F (%)	F (%)	F (%)	F (%)	
1	Early reporting to work	5(3.5)	3(2.1)	3(2.1)	51(35.7)	81(56.6)	4.40
2	Friendliness with supervisors and colleagues for doing task	4(2.8)	10(7)	3(2.1)	69(48.3)	57(39.9)	4.15
3	Time effectiveness on the task	1(.7)	11(7.7)	8(5.6)	80(55.9)	43(30.1)	4.07
4	Reduces the quality of challenges on those task /better image	6(4.2)	16(11.2)	6(4.2)	65(45.5)	50(35)	3.96
5	Best utilization of resources at work	4(2.8)	6(4.2)	6(4.2)	72(50.2)	55(38.5)	4.17
6	Staying on the job	4(2.8)	12(8.4)	2(1.4)	63(44.1)	62(43.4)	4.17
7	Reduction in labour dispute	9(6.3)	13(9.1)	8(5.6)	63(44.1)	50(35)	3.92
8	Improve productivity	4(2.8)	8(5.6)	5(3.5)	82(57.3)	44(30.8)	4.08
9	Inner satisfaction on the job	8(5.6)	1(.7)	2(1.4)	74(51.7)	58(40.6)	4.21
10	Prompt job execution	7(4.9)	5(3.5)	1(.7)	68(47.6)	62(43.4)	4.21
	Summary response	6(4)	8(6)	4(3)	69(48)	56(39)	4.13

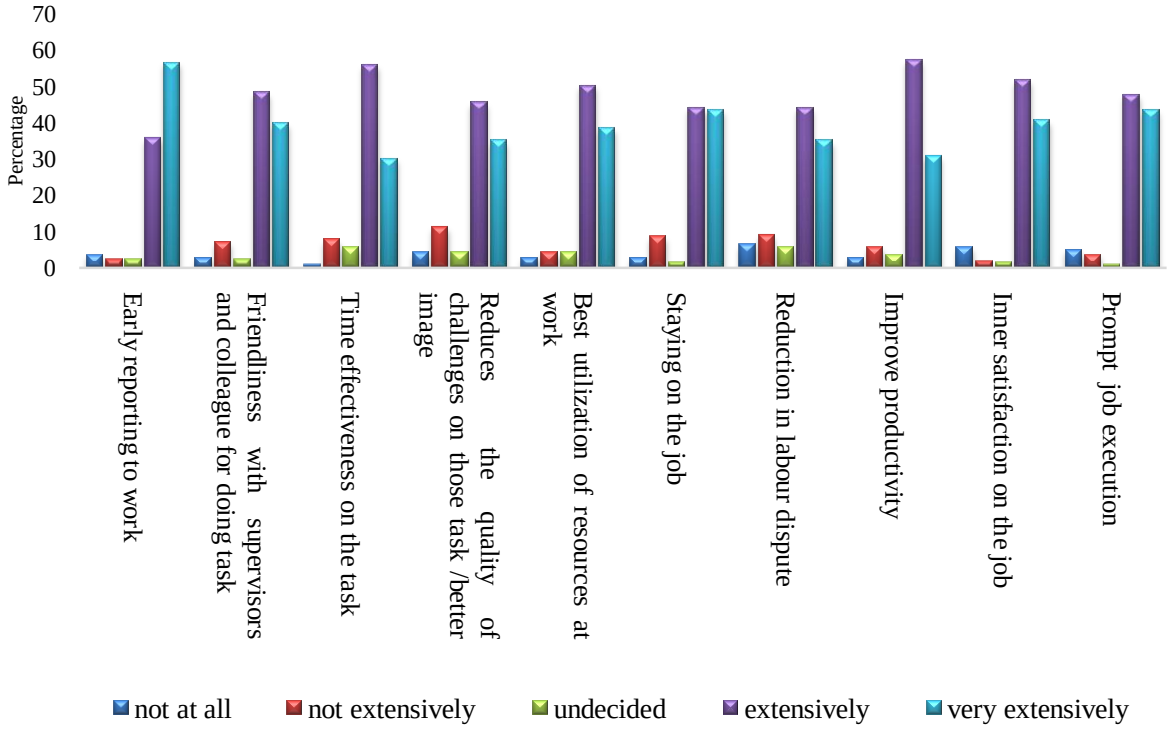


Fig: 3. Percentage of Response on the Influence of Motivation on the Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State.

As can be seen in Table 4.9 and Figure 3, 5 respondents representing 3.5% and also 3 respondents representing 2.1% were of the opinion that motivational strategies do not influence their early reporting to work. Conversely there were 35.7% and also 56.6% of the total respondents were of the opinion that motivational strategies extensively influence early reporting to work based on the mean score of the item (mean=4.40) which is greater or higher than 3.0. It implies that motivational strategies extensively influence early reporting to work. Also the second item in Table 4.9, show that the mean response for the influence of motivational strategies for friendliness with supervisors and colleagues for doing task was 4.15 which is higher than 3.0. This means that the respondents were of the opinion that motivational strategies extensively influence friendliness with supervisors and colleagues. Similar result was also found on time effectiveness on the task (mean=4.07, reduces the

quality of challenges on those task /better image mean=3.96, best utilization of resources at work and staying on the job mean= 4.17 respectively, reduction in labour dispute mean= 3.92, improve productivity mean=4.08, inner satisfaction on the job and prompt job execution mean=4.21 respectively).

On the whole and based on the summary mean response of 4.13. However, the mean score for all the items in the table is higher than the decision mean of 3.0 indicating that respondents generally accepted that the use of motivational strategies extensively influence work performance of para-professional staff of tertiary institution libraries in Kaduna State.

The findings are in line with Owusu (2012) who observed that motivational packages had influenced some employees to be punctual at work place as well as remain longer than expected time. He also added that incentives help to reduce absenteeism thereby motivating employees to effectively discharge their responsibilities when it involves more detail program that allow for potential growth. A carefully designed reward program will reinforce behaviour that will assist in the accomplishment of the organization's goal and objectives. The findings also agrees with Bruce and Walton (1992) assertion that high motivation of employees can bring about substantially better performance and substantial decrease in incidence of personnel related problems such as excessive absenteeism, strikes, redundancy and so on. They also believe that high level of work performance and low level of motivation brings about low level of work performance in any organization. Other study that corroborates this finding is the work of Akanbi (2011) submitted that the application of job enrichment enable employee to derive inner satisfaction for doing task since more autonomy and authority is granted.

4.5 Inferential Analysis

In this study, one null hypothesis was stated and the following is a test of the hypothesis.

$H0_1$:There is no significant relationship between motivational strategies and work performance of para-professional staff in tertiary institution libraries in Kaduna State.

This hypothesis was tested using the rating on the frequency of use of motivational strategies and performance of the para-professional staff examined in Tables 4.8 and 4.9 respectively. The hypothesis was tested with a Pearson Product Moment Correlation Procedure. The result of the test is summarized in Table 4.10

Table: 4.10: Pearson Bivariate Correlation between Motivational Strategies and Work Performance among Para-professional Library Staff.

Variable	Description	Motivational strategies	Work Performance
Motivational strategies	Pearson Correlation	1	.624**
	Sig. (2-tailed)		.000
Work performance	Pearson Correlation	.624**	1
	Sig. (2-tailed)	.000	

***. Correlation is significant at the 0.01 level (2-tailed).*

The Pearson bivariate correlation was done to assess the relationship between motivational strategies and work performance among para-professional library staff. The study found a significant positive relationship between motivational strategies and work performance, $r = .624$, $p < .05$. This implies that at the 95% confidence interval, it is safe to state that when motivation increases, performance increases as well. In other words, the higher the motivation of para-professional library staff, the higher their work performance. This finding corroborated the work of Ayetola (2012) who noted the influence of motivation on turnover of library personnel in some public universities in South West Nigeria. Ayetola (2012) found out that a relationship between turnover intention and job motivation exists. However, he recommends that more needs to be done to improve the conditions of service of workers.

Akanbi (2011) equally stated that there existed relationship between extrinsic motivation and the performance of employees. Also, Ramzan et al (2013) and Dau (2010) found out that motivation was significant predictors of work performance and decreases employee's intention to quit organization.

REFERENCES

Akanbi P.A. (2011) Influence of Extrinsic and Intrinsic Motivation on Employees' Performance. Ajayi Crowther University, Oyo, Oyo State. Library Philosophy and Practice: Available http://unllib.uni.edi/LPP/Retrieved 4th May, 2013.

Ayetola, S.O. (2012) Influence of Motivation on Turnover of Library Personnel in Some Public Universities in South West Nigeria. *Library Philosophy and Practice.* Available http://unllib.uni.edu/LPP/.Retrieved 12th August, 2013

Bruce, J. & Walton, B. (1992).*Balancing Job Satisfaction and Performance: A Guide for Human Resource Professionals West Port:* Quorum Books.

Chukwudi, F.A., Odogwu, C.C., & Adedehinho, E.B. (2012).Motivation and Employees' Performance in the Public and Private Sectors in Nigeria. *International Journal of Business Administration. Vol.3. No.1 www.sciedu.ca/ijba Retrieved 3rd July, 2013*

Dau, G.G. (2010). '*'The Effect of Motivation on Workers Performance: A Case Study of First Bank of Nigeria Plc; Regional Office Kaduna (2000-2007)"* MPA Project A.B.U Zaria.

Fielding, R.L. (2006) *Employee Motivation Strategies*. New York: Academic Press.

Garg, P. & Rastogi, R (2006). New Model of Job Design: Motivating Employees' Performance. *The Journal of Management Development. 25: 572-583*

Navdeep K. & Pankaj, G. (2011). Impact of Motivational Factors on Employee's Job Satisfaction. A Study on Some Selected Organization in Punjab, India. *Asian Journal of Management Research.* Vol.2 (1)

Olorunsola, R. (2002) Job Rotation in Academic Libraries: The Situation a Nigerian University Library. *Library Management 21 (2) 94-98*

Owusu, T. (2012).*''Effects of Motivation on Employee Performance: A Case Study of Ghana Commercial Bank, Kumasi Zone''*: A Thesis Submitted to the Institute of Distance Learning, Kwane Nkrumah University of Science and Technology.

Ramzan, M., Sajjad, A. &Ghazanfar, H. (2013) Impact of Motivation on Employee Turnover in Telecom Sector of Pakistan. *Journal of Business Studies Quarterly*. jbsq. Org Vol.5 (1)

Ugah, A.D. & Okpara, M. (2008) Motivation and Productivity in the Library. *Library Philosophy and Practice.* Available on h i/LPP/ttp://unllib.uni.ed Retrieved 5th June, 2013

Umar, K.Y. (2010) ‘*’Motivation and Workers Performance in the Ministry of Solid Mineral Development, Abuja”* MPA Project. ABU Zaria.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents an overview of the study, summary of the major findings, conclusion, recommendations and suggestions for further study.

5.2 Summary of the Study

The study was carried out to assess motivation and performance of para-professional work performance in the libraries of tertiary institution in Kaduna State. Two (2) research questions were raised and answered, and one (1) hypothesis was also formulated and tested at α 0.01. The research questions sought to identify the strategies used by tertiary institution libraries in Kaduna State to motivate para-professional staff and the influence of motivational strategies on para-professional work performance.

In order to achieve the objectives of the study, survey method was used and a sample size of 40% (167) was drawn from a population of 418 par-professional library staff. Also, five library managers were interviewed. Stratified random sampling procedure was adopted. A structured questionnaire was designed and structured into three sections. The first part solicited for the socio-demographic characteristics of the staff while the remaining three sections were made up of the selected motivational strategies, and influence of motivational strategies on jobs performed by the staff in their respective libraries. The instrument was then administered to selected para-professional staff of some tertiary institution libraries in Kaduna State, through a stratified random sampling procedure. The data collected from the study were analyzed using descriptive statistics as well as Pearson Product Moment Correlation (PPMC).

5.3 Summary of Major Findings

From the test of the hypothesis and analysis of the data, the major findings of the study are as follows:

i. The study identified the various strategies used by tertiary institution libraries in Kaduna State for motivating para-professional staff. The strategies are; fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. It was also revealed that most of the motivational strategies in place (salaries, loan recognition, performance management and welfare facilities) were not adequate.

ii. When motivational strategies are used, they lead to early reporting to work, friendliness with supervisors and colleagues for doing task, time effectiveness on the task, reduce the quality of challenges on those task, enhance best utilization of resources at work, encourage staying on the job, reduction in labour dispute, improve productivity, inner satisfaction on the job and prompt job execution.

iii. The study also found out a significant positive relationship between motivational strategies used by tertiary institution libraries and work performance of para-professional library staff.

5.4 Conclusion

The study was designed to assess motivation and performance of para-professional staff in tertiary institutions in Kaduna State. The results of the study revealed that tertiary institution libraries used various strategies to motivate and improve the work performance of para-professional library staff. Also, the degree of usage of motivational strategies correlates

positively with work performance. This means that the higher the motivation the higher the performance of workers.

5.5 Recommendations

Based on the findings of this study, the following recommendations are made;

i. Managers of tertiary institution libraries in Kaduna State should maintain and continue to use various motivational strategies in order to enhance work performance since employee's needs differ as what motivate one employee' may not motivate the other.

ii. Since work performance and productivity among para-professional staff is influenced by the usage of motivational strategies, managers of tertiary institution libraries need to extensively apply different strategies in order to ensure that para-professional staff gives their best to the growth and development of the tertiary institution libraries in Kaduna State.

iii. To improve work performance, managers should ensure that the application of different motivation strategies should be done in such a way that staff do not get too use to it and value it less. In other words, it should be done intermittently with significant time interval. In most cases, non monetary factors should be used by managers rather than use of material things.

5.6. Suggestion for Further Study

This study focused on motivational strategies for job performance by para-professional library staff of tertiary institutions in Kaduna State. The study could be replicated in other states of the Federal Republic of Nigeria.

BIBLIOGRAPHY

Abdulsalam, Z., Damisa, M.A. & Iliyasu, B. (2007). Analysis of Workers Motivational Factors in Agribusiness Organization: A Case Study of Sun Seed Nigeria Plc, Zaria. *Journal of Business Administration, Vol.1, (15)*

Adewale, S. (2011). *Political Change and the Funding of Education in Nigeria*. Global Research. http://www:globalresearch.ca/political-change-and-funding-of-education-in-Nigeria/26946. Retrieved 5th March, 2014

Adio, Gboyega & Popoola, S.O. (2010) 'Job Satisfaction and Career Commitment of Librarians in Federal University Libraries in Nigeria'. *Library Review. 59 (3): 175.*

Afful, P. Y., & Antwi, I. K. (2001) ''Motivation and Productivity in Academic Libraries: A Case Study of University of Cape Coast Library, Ghana'', *Ghana Library Journal. 13 (2): 10.*

Ajidahun , C.O. (2007). ''The Training, Development, and Education of Library Manpower in Information Technology in University Libraries in Nigeria. '*World Libraries, 17(1)*http://www.worlib.org/vol17nol/print/ajidahun- print.html Retrieved 23 February,2014

Akanbi P.A. (2010) Influence of Extrinsic and Intrinsic Motivation on Employees' Performance. Ajayi Crowther University, Oyo , Oyo State

Alderfer, C.P. (1972). *Existence, Relatedness and Growth: Human Needs in Organizational Setting.* New York: Free Press.

Ali, A. (2012). Impact of Motivation on the Working Performance of Employees- A Case Study of Pakistan. *Global Advanced Research Journal of Management and Business Studies.* Vol. 1, (4) PP. 126-133

Allan, J., Gadon, P. & Willits, L. (2011) *Motivation and Behaviour of Employees.* Prentice – Hall International.

Andrews, J.E. (2006). Measuring Library Performance: Principles and Techniques. *Journal of the Medical Library Association. Vol.1, l-89*

Anikpo, M.C. (1984) *Identifying the Needs of Nigerian Workers*. In : P.N Ejiofor and V.A. Amagoh (eds). Managing the Nigerian Worker. Longman, P.15.

Anonymous (2009).*What is Motivation and How Does it Effect Performance?* New York: McGraw- Hill/ Irwin .

Anthony, A.B. (2012). Relationship Between Motivation and Job Performance at the University of Mines and Technology, Tarkwa, Ghana: Leadership Lessons. *Scientific Research Journals. Vol.3 (3)*

Antonioni, D. (2005). Improve the Performance Management Process Before Discontinuing Performance Appraisal Compensation and Benefits, Vol. 26.

Antwi, I.K., & Bello, M. A. (1993). 'Motivation and Productivity in Academic Libraries: A Case Study of Abubakar Tafawa Balewa University Library. Bauchi, Nigeria'. Library

Armstrong, M. (2006). *Human Resource Management Practice* .Kogan PP.251-269.

Armstrong, M. (2012). *Armstrong's Handbook of Human Resource Management Practice,* 12th Ed. London, Kogan Page.

Aryeetey, N .L. (2011). Motivational Strategies and their Impact on Productivity: A Case Study of Ghana Airports Company Limited: A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.

Aslam, H.D. (2011). Performance Evaluation of Teachers in University: Contemporary Issues and Challenges. *Journal of Educational and Social Research, 1 (2): PP. 11-31*

Aworemi, J.R., Abdul-Azeez, I.A., & Durowoju, S.T.(2011). An Empirical Study of the Motivational Factors of Employees in Nigeria. *International Journal of Economics and Finance.Vol.3, (5)*

Ayetola, S.O. (2012) Influence of Motivation on Turnover of Library Personnel in Some Public Universities in South West Nigeria. *Library Philosophy and Practice.* Available http://unllib.uni.edu/LPP/.Retrieved 12th August, 2013

Aziagba, P.C. (2009). Staff Development a Motivation for Para-professionals: A Case Study in Southern Nigeria. Chinese Librarianship: *An International Electronic Journal:* http://www.iclc.us/cliej/c/27aziagba.retrieved 6th may 2013

Azim,M. (2013). Impact of Motivation on Employee Performance with Effect of Training : Specific to Education Sector of Pakistan. *International Journal of Scientific and Research Publication, Vol.3, No.9*

Boeree (2006) '' Abraham Maslow''.<http://webspaces.ship.edu/cgboer/maslow. html>accessed 3rd June, 2014

Brown, T & Sheppard, B.(1997). Teacher Librarians in Learning Organisations. Paper Presented at the Annual Conference of the International Association of Associate Librarianship. Canada. August 25-30.

Bruce, J. & Walton, B. (1992).*Balancing Job Satisfaction and Performance: A Guide for Human Resource Professionals West Port:* Quorum Books.

Burney, L. & Widener, S.K. (2007).Strategic Performance Measurement Systems, Job-Relevant Information and Managerial Behavioural Responses. Role Stress and Performance. *Behavioural Research in Accounting (19).43-69.*

Campbell, J.P. (1990). *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology.* In M.D. Dunnette & L.M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (PP.687-732). Palo Alto, CA: Consulting Psychologists Press, Inc

Charles, A.B. & Anthony, K. (2014). Effects of Motivation on Job Performance of Local Government Workers in Ghana: A Case Study of Atwima Nwabiagya District Assembly in the Ashanti Region. *International Journal of Management Sciences.*Vol.2,(8)

Chowdhury, M.S. (2007). Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behaviour. *African Journal of Business Management Vol.1(9),PP.238-243.* Available online at http://www.academicjournals.org/AJBM Retrieved on 16th may, 2013

Chukwudi, F.A., Odogwu, C.C., & Adedehinho, E.B. (2012).Motivation and Employees' Performance in the Public and Private Sectors in Nigeria. *International Journal of Business Administration. Vol.3. (1)www.sciedu.ca/ijba Retrieved 3rd July, 2013*

Cole, G.A. (2006).*Management Theory and Practice.* New Delhi: Martins

Creswell, J.W. (2002). *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research.* Upper Saddle River, NJ: prentice Hall

Dau, G.G. (2010). ''The Effect of Motivation on Workers Performance; A Case Study of First Bank of Nigeria Plc; Regional Office Kaduna (2000-2007),'' MPA Project A.B.U Zaria.

Dawha, E.L., & Atimo M.I. (1999). Librarianship as a Career in Nigeria: Past, Present, and Future Prospects. Lagos *Librarian, 20 (1/2):42*

Dessler, G.(1978).*Personnel Management. Modern Concepts and Techniques.* Reston. V.A: Prentice-Hall Company.

Edigin, J.E.(2000). *Motivation*: In Afe, J.O. and Egbochukwu and Learning. Lagos: Tommy Terry Prints, p.50

Farh, C.C., Seo, T. (2012). Emotional Intelligence, Teamwork Effectiveness, and Job Performance: The Moderating Role of Job Context." *Journal of Applied Psychology.*

Fielding, R.L. (2006) *Employee Motivation Strategies.* New York: Academic Press

Flecther, J. (2014). *What is Job Performance?* In: S. Pike (ed). Conjecture Corporation.

Francis, B. M & Ophelia, D. (2011). Performance – Based Pay as a Motivational Tool for Achieving Organizational Performance: An Exploratory Case Study. *International Journal of Business and Management.*Vol.6, (12)

Gaur, A. & Gaur, S. (2009). *Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS,* New Delhi: Response Books from Sage Publications.

George, J.M & Jones G.R. (2006) *Contemporary Management*.4th ed. McGraw Hill, New. York, U.S.A.

Gomez- Mejia, L. R, Balkin D.B & Cardy, R. L (2007) *Managing Human Resources* (5thed.) Upper Saddle River, NJ: Pearson Educational International

Garg, P. & Rastogi, R (2006). New Model of Job Design: Motivating Employees' Performance. *The Journal of Management Development. 25: 572-583*

Green, J. Chivers, B, & Mynott, G.(2000). In the Librarian's Chair: An Analysis of Factors which Influence the Motivation of Library Staff and Contribute to the Effective Delivery of Services. *Library Review.40(8). 380-388*

Greenberg & Baron (2003).*Behavior in Organization.*7th ed. Upper saddle River, NJ: Prentice- Hall Inc.

Hakala, D. (2008). Ways to Measure Employee Performance. www.hrworld.com/features/16.ways.me retrieved 6th February, 2014.

Halepota, H.A. (2005) Motivational Theories and their Application in Construction Cost – Engineering.Vol.47 (3) PP.14-18.

Harrington, J.(2003) Training Adds up Incentive, Journal of Applied Psychology. 177(6)22.

Herzberg, F. (1966).*Work and Nature of Man.* Cleveland: World. Publishing Company.

Hosoi, M. (2005).Motivating Employees in Academic Libraries in Tough Times. Cornell University press

Ibrahim, U. (2013). *Techniques for Writing and Presentation of Thesis/ Dissertation: A Companion Guide for Postgraduate Students in Nigerian University System.* – Zaria: ABUP.

Ihemeje, S. (2006). *Management Research Methodology: Principle and Practices,* Nasarawa: Onalre Publishers.

Ishfaq, A., Muhammad M.N., Naveed,.I, Imran, A., Zeeshan, S.& Ahmad, U.(2010). Effects of Motivational Factors on Employee Job Satisfaction. A Case Study of University of the Punjab Pakistan. *International Journal of Business and Management.Vol.5 (3)*

James, I.J. (2011). Effective Motivation of Para-professional Staff in Academic Libraries in Nigeria. *Library Philosophy and Practice.* Available on http://unllib.unl.edu/LPP/

Khan, K.U., Farooq, S.U. & Khan, Z. (2010). The Relationship Between Rewards and Employee Motivation in Commercial Banks of Pakistan. *Research Journal of International Studies, issue 14,* available at http://www.Eurojournals.com/rjis-14-06.pdf (accessed 21 July, 2014).

Kiruja, E.K, &Elegwu M.(2013). Effects of Motivation on Employee Performance in Public Middle Level Technical Training Institutions in Kenya. *International Journal of Advances in Management and Economics.www.managementjournal.info* Retrieved 12th May, 2014

Kruger, J. & Rootman, C.(2010). How Do Small Business Managers Influence Employee Satisfaction and Commitment? Acta Commercii.Vol.7 P55.

Lahiri, R. (1988) The Human Side of the Library. Annals of Library and Documentation, 35 (2) 84-92

Lamptey, R.B, Boateng M.D &Antwi, I.K,.(2013). Motivation and Performance of Librarians in Public Universities in Ghana. *Library Philosophy and Practice*.

Lathans, F. (1998).*Organisational Behaviour.* 8th ed. Boston: McGraw- Hill.

Maehr, M.L. (1989) Building Job Commitment Among Employees. *Library Trends,39 (1)50-56.*

Mahfuz, J. (2012). Assessing the Influence of Job Characteristics and Self Efficacy on Job Performance: A Structural Equation Modeling Analysis. Amman

Mark, K. (2000). Giving and Receiving Performance Evaluations.*CPA Journal*

Martell, C. (1988). Achieving High Performance in Library Trends, 38(1)73-91.

Maslow. A.H. (1943). A Theory of Human Motivation. *Psychological Review (July).370-396.*

Mathis, J. L. & Jackson, J. H. (2002) *Human Resources Management* . (9th ed.). New York, South Western College Publisher.

Mathis, R.L. & Jackson, J.H.(2006). *Human Resource Management*.11th ed. Thompson, Mason Ohio U.S.A.

Matsie, M.A. (2008) The Impact of Motivation on Employee Performance to Metsimaholo District Hospital in Sasolburg. Pakistan: Academic Press.

Mawoli, M.A &Babandako, A.Y. (2011). An Evaluation of Staff Motivation, Dissatisfaction and Job Performance in An Academic Setting. *Australian Journal of Business and Management Research.Vol.9.1-13*.Lapai Niger State.

Maxwell, O. (2011). *The Effect of Motivation on Employee Performance in Ghana Educational Service: A Case Study of Angel Educational Complex.* A Thesis Submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology.

McClelland, D.C. (1965). Toward a Theory of Motive Acquisition. *American Psychologists.Vol.20.pp.321-333*

Morgan, P.J. (2009) *Training Para-professionals for Reference Service: A How -To- Do- It Manual for Libraries*. 2nd ed. New York: Neal Schuman Publisher.

Motowidlo, S.J. (2003) Job Performance. In W.C Borman, D.R. Iigen, & R.J. Klimoski (eds.) *Handbook of Psychological Vol.12.*Industrial and Organizational Psychology (pp.39-53) Hobokan, NJ: John Wiley & Sons

Mullins, J.L. (1999). *Management and Organisational Behaviour*. London: Pitman.

Mullins, J. L. (2005) *Management and Organisational Behaviour* . (4th ed.). London: Pitman Publishing.

Muogbo, U.S. (2013). The Impact of Employee Motivation on Organizational Performance (A Study of Some Selected Firms in Anambra State Nigeria. *The International Journal of Engineering and Science* (IJES) Vol. 2 (7) PP.70-80

Murray. R.(1999).Job Satisfaction of Professional and Para-professional Library Staff at the University of Estonia. New York: McGraw Hill.

Nasir, M.B. (2005). *Introduction to Research Process in Education*: Kaura Namoda, Midas Equitable Publishers.

Navdeep K. & Pankaj, G. (2011).Impact of Motivational Factors on Employee's Job Satisfaction. A Study on Some Selected Organization in Punjab, India. Asian Journal of Management Research. Vol.2 (1)

Nelson, D.L & Quick, J.C. (2003).*Organisational Behaviour: Foundation, Realities and Challenges* (4thed.) Australia: Thomas South-Western.

Nhat, N.C. & Dung, N.V. (2013). Effects of Motivation and Job Satisfaction on Employees' Performance at Petrovietnam Nghean Construction Joint Stock Corporation (PVNC). *International Journal of Business and Social Science.* Vol.4, (6)

Nkereuwen, E.E. (1991). The Correlation Between Job Satisfaction, Job Attitude and Work Behaviour Among Staff in Academic Libraries in Nigeria. *Information Service and Use.12(1).253-261*.

Nuradeen, A. (2010) *''Motivation and Work Performance in Tertiary Institutions in Nigeria: A Case Study of Ahmadu Bello University Teaching Staff''* MPA Project. ABU Zaria

Nwana, O.C. (2007). *Introduction to Educational Research For Students and Teacher.* Ibadan: HEBN Publisher PLC.

Obajemu, A.S., Dekpen, N.A & Ojo, J.A (2012) Staff Motivation in the University of Lagos Libraries, Nigeria. *Library Philosophy and Practice.* Available on http://unllib.unl.edu/LPP/.Retrieved 2nd May, 2013

Obeka, S.S. (2011). *Panacea of Science Education Research* . Kaduna: Ahmadu Bello University Press: Zaria pp. 116-122.

Oberg, L.R. (1992). The Emergence of the Para-professional in Academic Libraries: Perception and Realities. College & Research Libraries, 53:99-112

Oladunjoye, B.(2002). *Motivating Workers through Training: A Case Study of Wema Bank Nigeria, Plc.* M.Ed Dissertation, University of Ibadan, Ibadan, 123p.

Olajide, A. (2000) Getting the Best out of Employees in a Developing Economy. A Paper Presented at Personnel Psychology Guest Lecture. Department of Guidance and Counseling, University of Ibadan, Ibadan.Pp.1-15.

Olorunsola, R. (2002) Job Rotation in Academic Libraries: The Situation a Nigerian University Library. *Library Management 21 (2) 94-98*

Ojokuku, R.M. (2013). Effect of Performance Appraisal System on Motivation and Performance of Academics in Nigerian Public University. *Australian Journal of Business and Management Research.* Vol. 3(3)

Opu, S. (2008).*Motivation and Work Performance: Complexities in Achieving Good Performance Outcome; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government.* Master's Thesis Submitted to Department of Development Studies. Institute of Social Studies.

Osuala, E.C. (2005) *Introduction to Research Methods;* 3rdedition. Onitsha: Africana First Publishers Ltd.

Owusu, T. (2012).‘*’Effects of Motivation on Employee Performance: A Case Study of Ghana Commercial Bank, Kumasi Zone’’:* A thesis Submitted to the Institute of Distance Learning, Kwane Nkrumah University of Science and Technology.

Popoola, S.O. (2007) Work Place, Biographical and Motivation Factors Affecting Organisational Commitment of Records Officers in Nigerian Federal Universities. *African Journal of Library, Archives and Information Science.17(1)33-44.*

Popoola, S.O. &Ayeni, C.O (2007). Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*

Posner, B.G.(1990) Role Changes. Inc. (Feb): 95-98

Quratul-Ain, M. (2012).Impact of Employees Motivation on Organisational effectiveness. *Business Management and Strategy.*Vol.3, (1)

Ramzan, M., Sajjad, A. &Ghazanfar, H. (2013) Impact of Motivation on Employee Turnover in Telecom Sector of Pakistan. *Journal of Business Studies Quarterly*. jbsq. Org Vol 5 (1)

Rehman, K. U, Zaheer. B &Sufwan.N (2007) A Study Measuring the Effect of Pay, Promotion and Training on Job Satisfaction in Pakistan Service Industry. *European Journal of Social Sciences Vol 5, (3)*

Rizwan, Q.D. & Ali, U. (2010). Impact of Reward and Recognition on Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management.* Vol. 5, (2) www.ccsenet.org/ijibm

Robbins, S.P.& David, A. D.(2001) *Fundamental of Management.* Delhi: Pearson

Robbins, S.P, Decenzo, D.A and Coulter, M.(2011). *Fundamentals of Management*.7thed, Pearson, Education Inc, New Jersey, U.S.A.

Rukhmani, K., Ramesh, M., & Jayakrishnan, J., (2010).Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences, 15 (3), 365-369.*

Ryan, R.M. & Deci, E.L. (2000). Intrinsic and Extrinsic Motivations: Classical Definitions and New Directions. *Contemporary Educational Psychology*, 25: 54-67

Samuel, M.W. & Kepha, O. (2013).Effects of Reward Strategies on Employee Performance at Kabete Technical Training Institute Nairobi Kenya. *Public Policy and Administration Research. Vol.3 (7)www.iiste.org Retrieved 4th January, 2014*

*S*chultz, P. Duane, S., Sydney, .E. (2013).*Psychology and Work Today: An Introduction to Industrial and Organizational Psychology.*11th ed. Upper saddle river NJ, Prentice Hall.

Seniwoliba, A.J. & Nchorbono, A.D. (2013).Examining the Role of Motivation on Employee Performance in the Public Sector in Ghana. *Merit Research Journals.Vol.1(10)www.meritresearchjournals.org Retrieved 6th April, 2014*

Senyah, Y. (2003) 'Motivation and Productivity in Academic Libraries: A Case Study of the Kwame Nkrumah University of Science and Technology Library, Kumasi'. *Journal of Science and Technology . 23 (2): 80-82.*

Shrestha Shruti (2007) Improving Employee Performance Appraisal Method through web Based Appraisal Support System: System Development from IEICE TRANS. INF & SYST., Vol E 90-D No. ID, pp.162 .

Stoner, A.F.(2002) *Management.* New Delhi: Prentice. Hall of India.

Tella, A., Ayeni, C.O and Popoola, S.O. (2007) Work Motivation, Job Satisfaction and Organization Commitment of Library personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice.* Available on http://unllib.uni.edi/LPP/tella2.htm.Retrieved 5th March, 2012

Trevor, C.O.B. and Boudreau, J. (1997).Voluntary Turnover and Job performance Curvilinearity and the Moderating Influence of Salary Growth and Promotions. *Journal of Applied Psychology 82(1)44-61.*

*T*sigilis, N., Koustelios, A. and Togia, A., (2004) 'Multivariate Relationship and Discriminant Validity between Job Satisfaction and Burnout'. *Journal of Managerial Psychology . 19 (7):671*

Ubeka, A.K. (1997). Personnel Management in Nigeria. A Book Nigeria: Ethiopia Publishing Corporation.

Ugah, A.D. & Okpara, M. (2008) Motivation and Productivity in the Library. *Library Philosophy and Practice.* Available on http://unllib.uni.edi/LPP/ Retrieved 5th June, 2013

Ugah. A.D & Udoh U.O. (2011) Personnel Management Theories and their Implications For Libraries. *Library Philosophy and Practice.* Available on http://unllib.uni.edi/LPP/ Retrieved June, 2012

Uhegbu, A.N. (2011). *Research and Statistical Methods in Library and Information Science.* Owerri, Barloz Publishers INC

Ukaejiofo, R.U. (2013). Impact of Motivation on Employees' Performance: A Case Study of Credit West Bank Cyprus. *Journal of Economics and International Finance.* Vol.5 (5) PP.199-211

Umar, K.Y. (2010) ''*Motivation and Workers Performance in the Ministry of Solid Mineral Development Abuja*'' MPA Project. ABU Zaria

Vroom, V.H. (1970).*The Nature of the Relationship Between Motivation and Performance in Management and Motivation*. A Book Vroom, V.H.(Ed) England: Penguin Books

Weihrich, H., Cannice, M.V. and Koontz, H. (2008) *Management: A Global and Entrepreneurial Perspective.*12th ed. Tata McGraw Hill, New Delhi, India.

Werner, S., Schuler, R.S & Jackson, S.E. (2012).*Human Resource Management,* 11thed, Canada: South Western Cengage Learning.

Willian, R.S. (2002). *Managing Employee Performance: Design and Implementation in Organizations.* London: Thompson Learning

Yazdani, B. O., Yaghoubi, N. M., & Giri, E. S., (2011). Factors Affecting the Empowerment of Employees. *European Journal of Social Sciences, 20 (2), 267-274*

APPENDIX I

Faculty of Education
Department of Library &
Information Science
Ahmadu Bello University
Zaria

Date_____

Dear Sir/Madam,

QUESTIONNAIRE ON MOTIVATION AND PERFORMANCE OF PARA-PROFESSIONAL STAFF IN TERTIARY INSTITUTION LIBRARIES IN KADUNA STATE

I am a postgraduate student of the above named Department, carrying out a research on ‘’Motivation and Performance of Para-professional Staff in Tertiary Institution Libraries in Kaduna State.’’

I shall be most grateful for your response to my questionnaire. The study is in partial fulfillment of the award of MLS Degree in the above Department.

All responses shall be treated in strict confidence.

Thanks.

Yours faithfully

Sherif Kunle Yusuf

SECTION A: FOR PARA-PROFESSIONAL LIBRARY STAFF

Socio- Demographic Detail of Respondents

Instructions: please tick as appropriate [ ]

1. Gender

   (a) Male [ ] (b) Female [ ]

2. Marital Status

   (a) Single [ ] (b) Married [ ] (c) Divorced [ ] (d) Widow [ ]

3. Age

   (a) 20-30 [ ] (b) 31-40 [ ] (c) 41-50[ ] (d) 51 and above [ ]

4. Highest Academic Qualification

   (a) ND [ ] (b) HND [ ]

5. Working Experience

   (a) 1-5years [ ] (b) 6-10years [ ] (c) 11-15years [ ] (d) 16-20years [ ] (d) 21 and above [ ]

SECTION B: MOTIVATIONAL STRATEGIES

(1) Please kindly indicate the motivational strategies used by your libraries in motivating employee.

(Multiple response	Used	Not Used
(i) **Pay/ Salary** (fixed regular payment made by an employer to an employee)	( )	( )
(ii) **Job Design** (entails methods and relationships of task and contents spell out by managers which will benefit employees and employers)	( )	( )
(iii) **Job Rotation** (people are assigned different jobs role on temporary basis)	( )	( )
(iv) **Job Enlargement** (increase variety of task)	( )	( )
(v) **Job Enrichment** (giving employees more responsibilities, authority and control)	( )	( )
(vi) **Recognition** (show official appreciation of employee)	( )	( )
(vii) **Performance Management**(involve managers and employees' working together to create a road map to the employee success)	( )	( )
(viii)**Promotion** (raise to a higher rank)	( )	( )
(xi) **Medical Allowance** (medical claims)	( )	( )
(x) **Education and Training**(opportunity to acquire more skills Knowledge)	( )	( )

(xi) Others (specify) ……

(2) How frequent do your library use these motivational strategies?

S/N	Motivational Strategies	VFU	FU	OU	RU	NU
1	**Pay/ Salary** (fixed regular payment made by an employer to an employee)					
2	**Job Design** (entails methods and relationships of task and contents spell out by managers which will benefit employees and employers)					
3	**Job Rotation** (people are assigned different jobs role on temporary basis)					
4	**Job Enlargement** (increase variety of task)					
5	**Job Enrichment** (giving employees more responsibilities, authority and control)					
6	**Recognition** (show official appreciation of employee)					
7	**Performance Management**(involve managers and employee working together to create a road map to the employee's success)					
8	**Promotion** (raise to a higher rank)					
9	**Medical Allowance** (medical claims)					
10	**Education and Training** (opportunity to acquire more skills and knowledge)					

Keys: VFU =Very Frequently Used (5), FU=Frequently Used (4), OU= Occasionally Used (3,) RU= Rarely Used (2), NU= Never Used (1).

SECTION C: INFLUENCE OF MOTIVATIONAL STRATEGIES ON WORK PERFORMANCE

(3) Indicate the extent to which the following motivational strategies influence your job performance

S/n	**Influence of motivational strategies on work performance**	**VE**	**E**	**U**	**NE**	**NAA**
1	Early reporting to work					
2	Friendliness with supervisors and colleague for doing task					
3	Time effectiveness on the task					
4	Reduces the quality of challenges on those task /better image					
5	Best utilization of resources at work					
6	Staying on the job					
7	Reduction in labour dispute					
8	Improve productivity					
9	Inner satisfaction on the job					
10	Prompt job execution					

Keys**: VE= Very Extensively (5), E= Extensively (4), U= Undecided (3), NE= Not Extensively (2), NAA= Not At All (1)**

SECTION A: FOR LIBRARY MANAGERS

Socio- Demographic Detail of Respondents

Instructions: Please tick [✓] as appropriate

1. Gender

   (a) Male [ ] (b) Female [ ]

2. Marital Status

   (a) Single [ ] (b) Married [ ] (c) Divorced (d) Widow [ ]

3. Age

   (a) 20-30 [ ] (b) 31-40 [ ] (c) 41-50 [ ] (d) 51 and above [ ]

4. Highest Academic Qualification
   (a) SSCE [ ] (b) ND [ ] (c) HND/B.SC [ ] (d) M.Sc [ ] (e) PhD [ ]

5. Working Experience

   (a) 1-5 years [ ] (b) 6-10years [ ] (c) 11-15years [ ] (d) 16-20years [ ] (e) 21 and above [ ]

APPENDIX II

MOTIVATIONAND PERFORMANCEOF PARA-PROFESSIONAL STAFF IN TERTIARY INSTITUTION LIBRARIES IN KADUNA STATE

Interview questions for library managers of tertiary institutions in Kaduna State

1. What motivational strategies do you have to encourage para-professional library staff to perform well?

2. Do you find such strategies that are in place to be adequate?

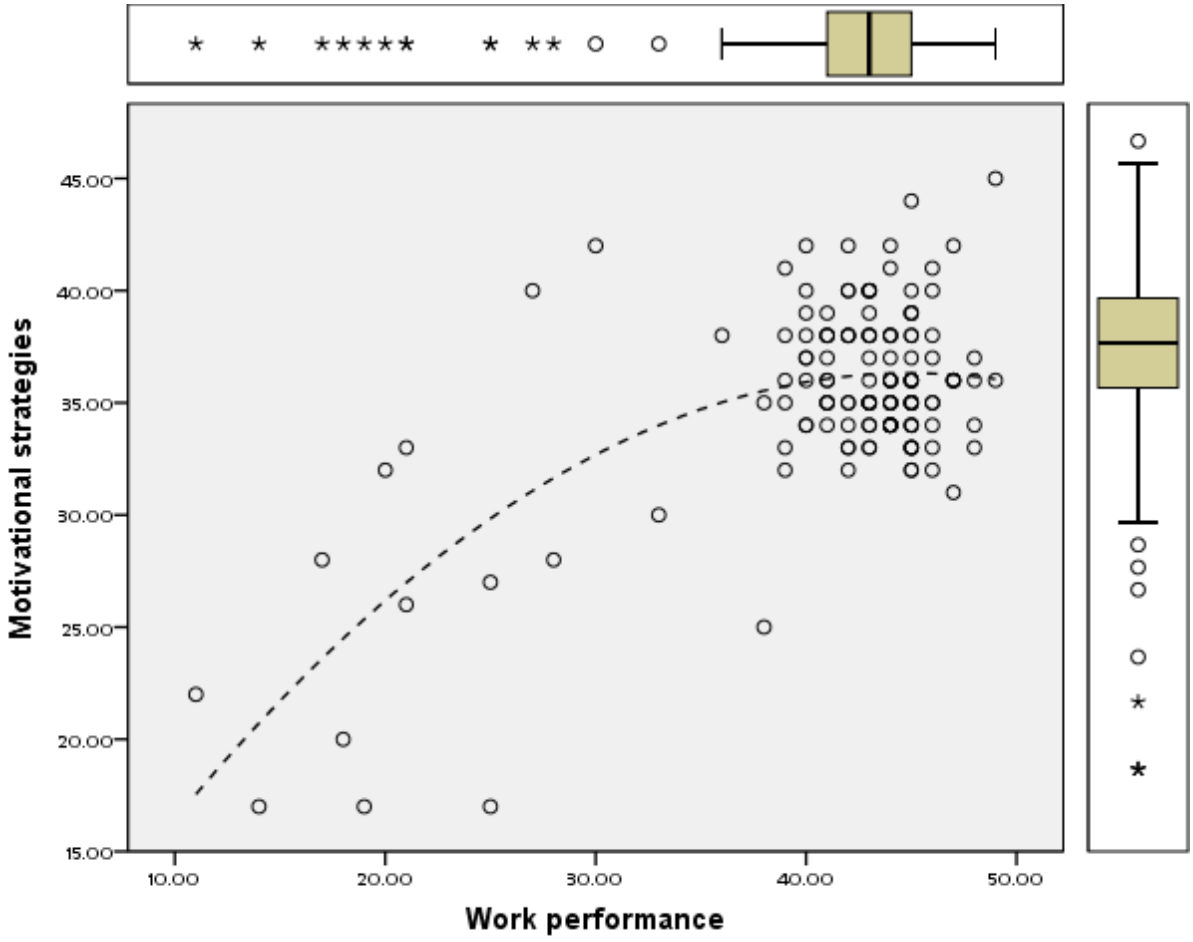
3. What is the influence of motivation on the performance of para-professional staff in tertiary institution libraries in Kaduna State?

APPENDIX III

```
STATS REGRESS PLOT YVARS=Motivation XVARS=Performance
/OPTIONS CATEGORICAL=BARS GROUP=1 BOXPLOTS INDENT=15 YSCALE=75
/FITLINES QUADRATIC APPLYTO=TOTAL.
```

STATS REGRESS

Graph




```
CORRELATIONS
  /VARIABLES=Motivation Performance
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
Motivational strategies	35.3077	4.55828	143
Work performance	41.3427	7.04823	143

Correlations

		Motivational strategies	Work performance
Motivational strategies	Pearson Correlation	1	.624**
	Sig. (2-tailed)		.000
	N	143	143
Work performance	Pearson Correlation	.624**	1
	Sig. (2-tailed)	.000	
	N	143	143

**. Correlation is significant at the 0.01 level (2-tailed).

```
GET
  FILE='C:\Users\CRISTUX\Desktop\SHERIFF FOLDER\Reliability.sav'.
DATASET NAME DataSet2 WINDOW=FRONT.
DATASET ACTIVATE DataSet1.
DATASET CLOSE DataSet2.
GET
  FILE='C:\Users\CRISTUX\Desktop\SHERIFF FOLDER\RELIABILITY DATA.sav'.
DATASET NAME DataSet3 WINDOW=FRONT.
RELIABILITY
  /VARIABLES=Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10
  /SCALE('Freq. of use of motivational strategies questionnaire') ALL
  /MODEL=ALPHA.
```

Reliability

[DataSet3] C:\Users\CRISTUX\Desktop\SHERIFF FOLDER\RELIABILITY DATA.sav

Scale: Freq. of use of motivational strategies questionnaire

Case Processing Summary

		N	%
Cases	Valid	17	100.0
	Excluded[a]	0	.0
	Total	17	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.809	10

```
RELIABILITY
  /VARIABLES=Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18 Q19 Q20
  /SCALE('influence of motivational strategies questionnaire') ALL
  /MODEL=ALPHA.
```

Reliability

Scale: influence of motivational strategies questionnaire

Case Processing Summary

		N	%
Cases	Valid	17	100.0
	Excluded[a]	0	.0
	Total	17	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.853	10

```
GET
  FILE='C:\Users\CRISTUX\Desktop\SHERIFF FOLDER\Untitled3.sav'.
DATASET NAME DataSet2 WINDOW=FRONT.
DATASET ACTIVATE DataSet2.

SAVE OUTFILE='C:\Users\CRISTUX\Desktop\SHERIFF FOLDER\Untitled3.sav'
  /COMPRESSED.
```

```
RELIABILITY
  /VARIABLES=Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10
  /SCALE('Identification of motivational strategies questionnaire') ALL
  /MODEL=ALPHA.
```

Reliability

[DataSet2] C:\Users\CRISTUX\Desktop\SHERIFF FOLDER\Untitled3.sav

Scale: Identification of motivational strategies questionnaire

Case Processing Summary

		N	%
Cases	Valid	17	100.0
	Excluded[a]	0	.0
	Total	17	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.761	10