

Influence of motivation on academic library employees' performance and productivity in Lagos, Nigeria

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Information Impact:
Journal of Information and Knowledge Management
2017, Vol. 8 (2) Pg. 33 - 47
ISSN: 2141 – 4297 (print)
ISSN: 2360 – 994X (e-version)
www.informationimpact.org

Abstract

Employee motivation is very integral to the success of any service organisation like libraries and information centres. This study was carried out to investigate the influence of motivation on employees' performance and productivity in some academic libraries in Lagos State, Nigeria. The study adopted a survey research design with a sample of 322 library staff from four selected academic libraries. Three hundred and twenty two copies of questionnaire were administered on library staff from selected libraries out of which 266 representing 80.0% were returned with useful responses. The Motivation and Employees' Performance and Productivity (MEPP) Questionnaire was used for data collection with a coefficient correlation of 0.90. The study found that various forms of motivations like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to the library employees; and that most of the motivational parameters have influence on the performance of the library employees to a very great extent. The study showed that many staff were uncertain about the future of their career, while there was also lack of complete senior management commitment and support. The study recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity.

Keywords: Motivation, Library employees, Productivity, Performance,

Introduction

Human resources can be regarded as one of the most important elements of an organisation. Its major responsibility is to facilitate service provision and delivery. In a way, no organisation can survive without the full support and contribution of the employees. The significance of human resource in libraries has been further emphasised by Idowu (2011) who reiterated that in the present day information era, the quality of library information services is anchored on certain factors such as the nature of information resources, facilities and most importantly, the personnel.

In the university system, libraries are established to provide high quality information services in support of teaching and research for academic staff members as well as

acquisition of knowledge of the students. Library personnel occupy a central position in the university system. Consequently, the level of motivation of the employees may determine to a very great extent, the level of performance and productivity of the employees. It is based on this assertion that Tella, Ayeni and Popoola (2007) asserted that no matter how automated an organisation or a library may be, high productivity still depends on the level of motivation and the effectiveness of the workforce.

Motivation influences the performance of employees with high core self-evaluations. Research shows variability in whether employees with high core self-evaluations - positive self-concepts based on high self-esteem, general self-efficacy, emotional stability, and an internal locus of control—attain higher performance (Judge & Bono, 2001). Although high core self-evaluations can provide employees with the confidence necessary to be effective, they can also cause complacency. Grant and Wrzesniewski (2010) examined whether pro-social motivation prevents complacency by fostering anticipatory feelings of guilt and gratitude: because pro-socially motivated employees are more concerned about benefiting others, they are more prone to feeling guilty if they fail and recognising that others will feel grateful if they succeed. Anticipating these feelings leads those with high core self-evaluations to invest greater effort in their tasks, enhancing their performance.

Henman (2007) opined that when properly used, staff motivation can be a vital tool to get the most out of the employees and at the same time enhance higher productivity. He asserted further that a manager that wants to succeed and at the same time gets the best out of his employees, must, as a matter of compulsion employ different strategies such as: using positive words to applaud a good job or hard work, exercising patience with employees, showing understanding of their predicament and being dedicated to their well-being. Senyah (2003) noted that no matter the size of library, as well as the scope and richness of the collection, the manager of a library cannot meet his set goals if the staff are not well-trained, properly equipped and highly motivated. Human resource development is an integral and important managerial function aimed at the employment and retention of staff of the organisation. Among the notable tasks performed by management are the selection, deployment, training, discipline, evaluation and development of staff. Any successful organisation needs a work force that can act strongly for the achievement of organisational goals and also have a strong urge to remain loyal to the organisation, (Molander, 1996). However, motivation of the workforce remains the propelling force behind such devotion and dedication. Most importantly, the impacts of motivation on the job performance and productivity attracted attention towards motivation in the work environment (Huddleston & Good, 1999). Consequently, any employees with high level of motivation tend to work hard and perform better in their work as compared to the employees with low level of motivation.

Therefore, motivation is expected to influence work productivity and job satisfaction among employees in any organisation.

The type of leadership style exhibited in library also goes a long way to determine the level of performance of library personnel. It is very obvious that performance of library personnel under an autocratic leader will be far different from a democratic-participatory or free-rain style, where staff input is always recognised and, which invariably serve as motivation for the staff. The leadership style will determine whether the library as an organisation will achieve the set goal or not. Meanwhile, a leader that is determined to succeed would spare no effort and no sacrifice will be too much for him to pay in ensuring that he manages both human and material resources in such a way that he gets the best output from the various human and material inputs. Obviously, the methodology and the style of leadership may vary from one organisation to another and from one management to another management, but a good leader will always bear it in mind that the success or the failure of the organisation is as a result of his leadership style. It is a common phenomenon to hear many librarians expressing their frustrations over the absence or the inadequate recognition of their performance by the management of their libraries. Some even go to the extent that their libraries have never sponsored them on any training programme. All these complaints or lamentations add up to disenchantment and low self-esteem of staff; which in turn affect job performance of the staff. Against this background, how can this state of affairs be turned around in order to achieve high performance among library personnel? Accordingly, a number of research questions urgently beg for answers; - what are the nature and characteristics of motivations that library managers provide for their staff? How effective are these set of motivation approaches? Are there rooms for improvement? It is based on the foregoing that this study investigated the influence of motivation on academic library employees' performance and productivity in Lagos State, Nigeria.

Objectives of the study

The aim of the study was to investigate the influence of motivation on academic library employees' performance and productivity in Lagos State. The specific objectives are to:

1. examine the nature and characteristics of motivation that exists in the selected academic libraries;
2. assess the extent to which these set of motivation parameters have influenced the performance of personnel in the selected libraries;
3. evaluate the influence of motivation on the employees' job performance and productivity;
4. investigate the challenges or impediments to employee motivation in academic libraries.

Research questions

1. What is the nature and characteristics of motivation that exists in the selected academic libraries?
2. To what extent do these set of motivation parameters influenced the performance of personnel in the selected libraries?
3. In what ways does motivation influences the employees' job performance and productivity in academic libraries?
4. What are the challenges or impediments to employee motivation in academic libraries?

Literature review

The management of human resources at work is a vital component of the management process. To realise the critical importance of people in the organisation, it is imperative to recognise that the human element and the organisation go together. One way of achieving this goal and to realise the critical importance of the people in the organisation is to keep them motivated (Ghazanfar, Chuanmin, Khan & Bashir, 2011). Ali and Ahmed (2009) stated that in the information age, people are now seen as the primary source of an organisation's competitive advantage and that human capital is more essential than financial capital in determining an organisations' effectiveness. Since organisations are under constant pressure to enhance and improve their performance, management is looking more inwards at the interdependent relationships that exist between organisational performance and employee performance. Indeed, the importance of the human factor was put succinctly by Lawler (2003) when he stated that the way people are treated increasingly determines whether an organisation will prosper or even survive.

Moreover, productivity, quality and customer relation are key areas of success in any organisation and these depend on performance of the employees. Employees will perform well if they are motivated. So, irrespective of the organizational differences, managers face a common challenge of fostering a motivating work environment. A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization (Carlsen, 2003). Lawler cited in Mallaiah (2009) has identified a wide range of factors that influence productivity or job performance; the more determining factors are ability and motivation. High morale plays a key role in raising productivity. Individual trait of the role occupant and occupational differences of employees all have a significant effect on performance-satisfaction linkage. More studies now divert the direction of the relationship from performance to satisfaction. The medium of rewards are usually linked with performance and satisfaction. In some cases, performance produces rewards.

Motivation, according to Page (2008), is the process that accounts for an

individual's intensity, direction and persistence of effort toward attaining a goal. Thus, from the various definitions, it can be seen that primary concerns while discussing motivation are what energizes, channelizes, and sustains human behaviour. In their contribution, Shah and Shah (2010) defined motivation as inspiring people to work, individually or in groups in such a way as to produce best results; it is the will to act. They further stated that motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. They noted that to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner. Khan, Farooq and Ullah (2010) posited that organizational goals are directly proportional to the personal goals of an individual and that organizational productivity can be increased if employees are self-motivated towards their work rather than being directed. Therefore, managers play an important role in the motivation of employees. This is particularly true of service organizations such as libraries. According to Petcharak (2002), one of the main functions of the human resource manager is to keep the employees satisfied with their jobs and ensure continued motivation of employees. When the work environment is not satisfactory to the employee, his performance is poor and this ultimately leads to poor performance of the organization. Ballentine (2003) stated that the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be more productive and help management achieve their goal.

Methodology

The survey research design was adopted for this study. The target population for the study was 322 library employees of all categories, which include librarians, library officers, library assistants, and other administrative staff in four selected academic libraries in Lagos State. The population of staff in each library was sourced through personal contacts and visits to the libraries. Eighty percent (80%) of the population from each library was used as sample size for this study. With this, the sample size for the study was 266 respondents, which spreads across all the staff categories in the selected academic libraries. Table 1 presents the study sample:

Table 1: Study sample

S/NO	Name of University	Population	Sample
	Lagos State University	65	52
	University of Lagos	150	120
	Yaba College of Technology	70	56
	Lagos State Polytechnic	47	38
	Total	332	266

Questionnaire was the main instrument used for data collection. The questionnaire was titled - Motivation and Employees' Performance and Productivity (MEPP) Questionnaire. The questionnaire was divided into six separate sections A to E. Section A of the questionnaire was designed to capture the demographic variables of the respondents such as gender, age, name of library, marital status, highest educational background and designation. Other sections addressed the nature of staff motivation, influence of productivity and performance, and so on. Basically, the questionnaire was made up of Likert-type questions which are measured on a four point scale. In order to test for the reliability of the instrument, 20 copies of the instrument were trial-tested on a set of respondents outside the study population, using library personnel in University of Ibadan from which a Cronbach Alpha was generated for the instrument with a coefficient correlation of 0.90.

Data collection was conducted by administering the questionnaire to library staff in the four selected academic libraries. The researcher personally administered and collected the completed questionnaire with assistance of some library staff in the study areas. Data was coded and analysed using the Statistical Package for the Social Scientists (SPSS) software to develop descriptive and inferential statistics. The data consisted of the frequencies, percentage, mean, which were presented in a tabular form. Histogram and bar charts were also used to present the data.

Findings and discussion

Table 2 showed the demographic characteristics of the respondents in the selected academic libraries in Lagos State.

Table 2: Respondents' demography

Variables		Frequency	Percentage (%)
Age Range	20 – 25 years	27	10.1
	26 – 30 years	10	3.7
	30 – 35 years	39	14.6
	36 – 40 years	4	1.5
	41 – 45 years	63	23.6
	46 – 50 years	19	7.1
	51 – 55 years	53	19.9
	56 – 60 years	2	0.7
Sex	Male	116	43.4
	Female	102	38.2
Marital Status	Single	57	21.3
	Married	159	59.6
	Separated	5	1.9

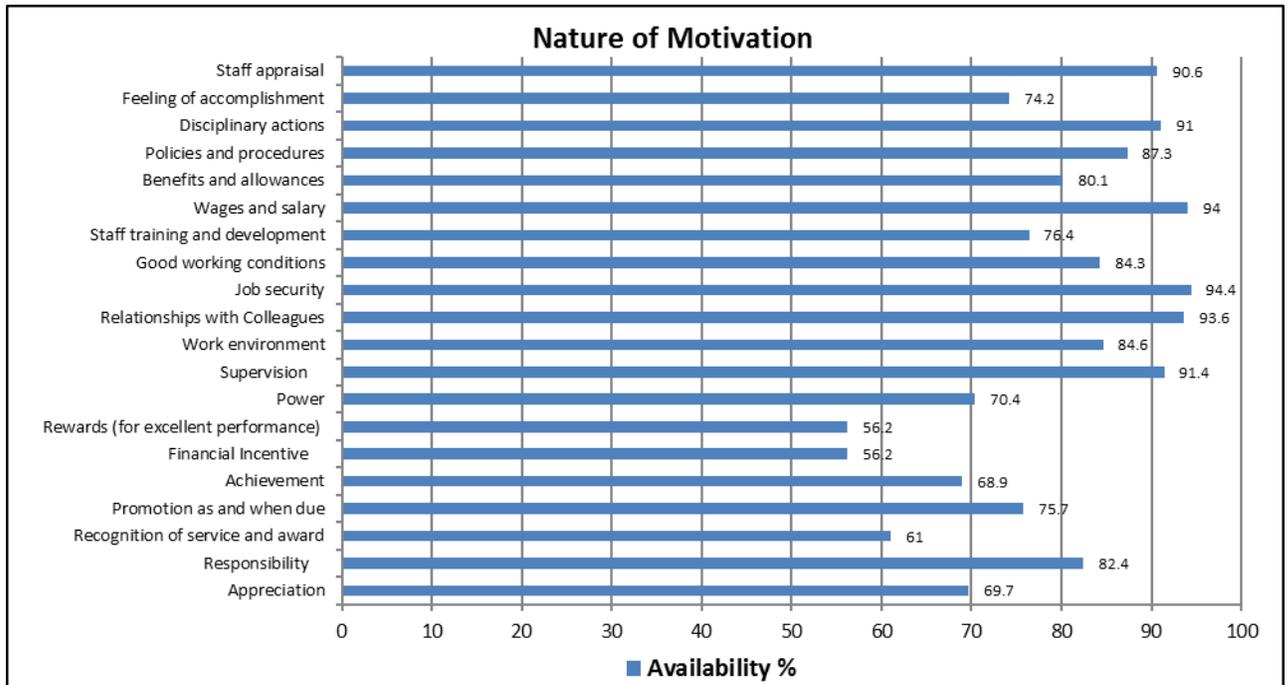
Highest Educational Qualification	WASCE/SSCE	43	16.1
	OND/NCE/Diploma	32	12.0
	HND	13	4.9
	First Degree	56	21.0
	Masters	46	17.2
	Ph.D.	13	4.9

Most of the respondents, 63 (23.6%) in the selected academic libraries were between the ages of 41 and 45 years old while the least of them 2 (0.7%) were between 56 and 60 years of age (Table 2). Overall, the result shows that majority of the respondents, 125 (47.0%) were within the age range of 30 to 50 years which implies that most of the library personnel in academic libraries in Lagos were within their active years of service. Gender distribution showed that the male respondents 116 (43.4%) were more than the female respondents 102 (38.2%). More than half of the total respondents 159 (59.6%) were married while 57 (21.3%) of them were still single, and only 5 of them were separated. As far as the highest educational qualification of the respondents was concerned, most of the respondents, 56 (21.0%) had their first degree certificate, which was closely followed by Masters' certificate with 462 (17.2%) respondents. Only 13 (4.9%) of the respondents had HND and PhD certificate respectively.

Research Question 1: What is the nature and characteristics of motivation that exists in the selected academic libraries?

Data in Figure 1 describes the nature and characteristics of motivation in the selected libraries.

Figure 1: Nature of motivation



It is revealed in Figure 1 that majority of the respondents 94.4% agreed that job security was available as a form of motivation in the surveyed academic libraries with a mean value of 1.05, while 94.0% respondents indicated wages and salary with a mean score of 1.04, followed by relationship with colleagues 91.4%, and staff appraisal which was indicated by 90.6% respondents. The least form of motivation indicated by 56.2% of the respondents were financial incentives and rewards (for excellent performance) respectively.

Other forms of motivation present in the selected academic libraries as indicated by more than half of the respondents were: appreciation; responsibility; recognition of service and award; promotion as and when due; achievement; power; supervision; work environment; good working conditions; staff training and development. Some others included benefits and allowances, policies and procedures, disciplinary actions, feeling of accomplishment, as well as staff appraisal.

Research Question 2: To what extent do these set of motivation parameters influenced the performance of personnel in the selected libraries?

The data representing the extent to which motivation influences employee performance is presented in Table 3.

Table 3: Extent to which motivation influences staff performance

S/N	Motivation	Very Great Extent	Great Extent	Moderate Extent	Slight Extent	No Extent	Mean
1	Appreciation	130 48.7%	21 7.9%	35 13.1%	43 16.1%	30 11.2%	3.69
2	Responsibility	98 36.7%	52 19.5%	52 19.5%	41 15.4%	18 6.7%	3.66
3	Recognition of service and award	95 35.6%	48 18.0%	39 14.6%	35 13.1%	41 15.4%	3.47
4	Promotion as and when due	136 50.9%	45 16.9%	45 16.9%	14 5.2%	18 6.7%	4.03
5	Achievement	89 33.3%	63 23.6%	47 17.6%	29 10.9%	27 10.1%	3.62
6	Financial Incentive	102 38.2%	50 18.7%	43 16.1%	24 9.0%	37 13.9%	3.61
7	Rewards (for excellent performance)	108 40.4%	47 17.6%	45 16.9%	15 5.6%	41 15.4%	3.65
8	Power	131 49.1%	30 11.2%	45 16.9%	28 10.5%	22 8.2%	3.86
9	Supervision	133 49.8%	41 15.4%	44 16.5%	26 9.7%	10 3.7%	4.03
10	Work environment	137 51.3%	48 18.0%	38 14.2%	22 8.2%	12 4.5%	4.07
11	Relationships with Colleagues	154 57.7%	38 14.2%	46 17.2%	8 3.0%	9 3.4%	4.25
12	Job security	156 58.4%	38 14.2%	41 15.4%	18 6.7%	7 2.6%	4.22
13	Good working conditions	140 52.4%	44 16.5%	40 15.0%	20 7.5%	16 6.0%	4.05
14	Staff training and development	142 53.2%	37 13.9%	33 12.4%	25 9.4%	23 8.6%	3.96
15	Wages and salary	132 49.4%	54 20.2%	46 17.2%	14 5.2%	13 4.9%	4.07
16	Benefits and allowances	125 46.8%	46 17.2%	34 12.7%	17 6.4%	32 12.0%	3.85
17	Policies and procedures	117 43.8%	63 23.6%	34 12.7%	19 7.1%	19 7.1%	3.95

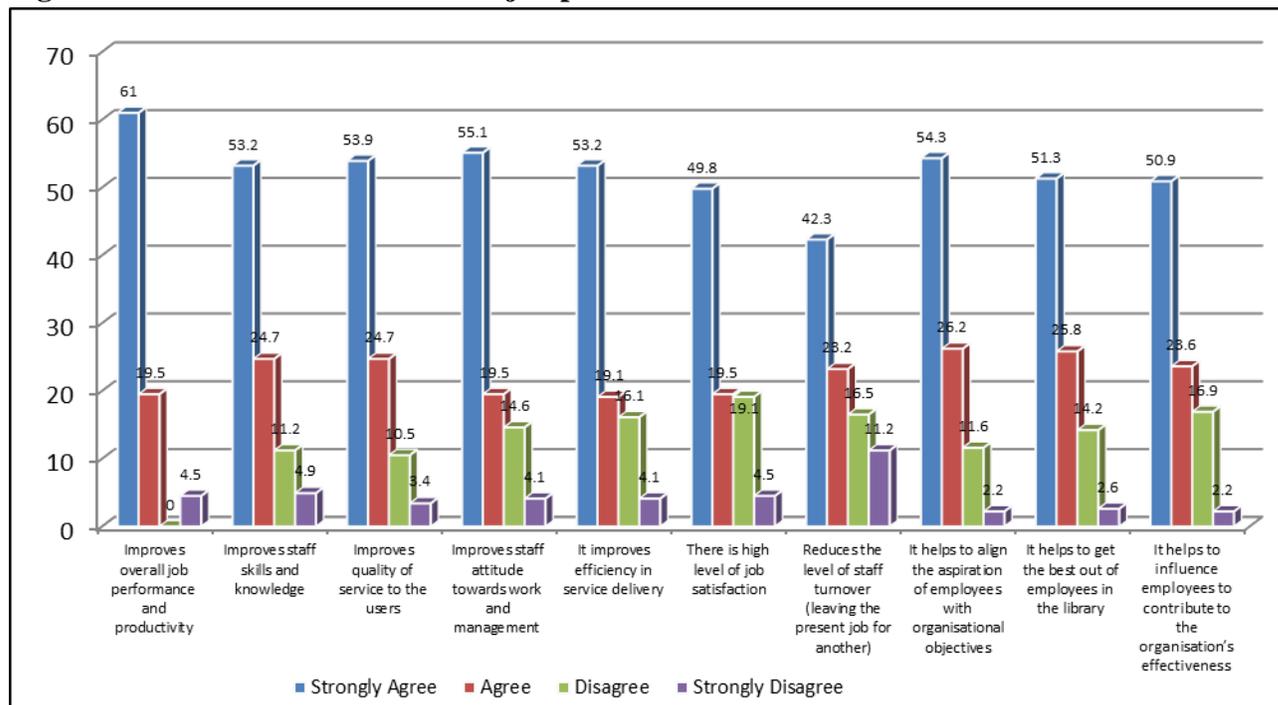
18	Disciplinary actions	111 41.6%	78 29.2%	30 11.2%	23 8.6%	16 6.0%	3.95
19	Feeling of accomplishment	120 44.9%	63 23.6%	31 11.6%	28 10.5%	16 6.0%	3.94
20	Staff appraisal	142 53.2%	53 19.9%	45 16.9%	11 4.1%	9 3.4%	4.18

The findings in Table 3 showed that most of the motivational parameters have greatly influenced the performance of employees in the selected academic libraries in Lagos State. For instance, majority of the respondents, 194 (72.6%) affirmed that job security have influenced their performance to a great extent with a mean score of 4.22. Also, no less than 192 (71.9%) of the respondents agreed that relationship with colleagues have greatly influenced their performance in the workplace; while about 195 (73.3%) of the respondents believed that staff appraisal has also influenced them greatly. It was also discovered that only 46 (17.2%) of the respondents believed that wages and salary only had moderate influence on their performance while 7 (2.6%), which formed the least of the respondents indicated that job security never had any influence on their performance.

Research question 3: In what ways does motivation influences the employees' job performance and productivity in academic libraries?

The influence of motivation on employee job performance is described in Figure 2.

Figure 2: Influence of motivation on job performance



The impact of motivation on employee performance and productivity in the selected academic libraries is revealed in the study as depicted in Figure 2. Majority of the respondents, 80.5% agreed that organizational leadership and motivation help to align the aspiration of employees with organisational objectives with a mean score of 1.60. Also, 59.3% of the respondents agreed that the presence of good leadership and motivation in libraries ensures high level of job satisfaction among staff of all categories, while 74.6% respondents affirmed that there is improvement in staff attitude towards work.

Research question 4: What are the challenges or impediments to employee motivation in academic libraries?

Some of the challenges to employee motivation in academic libraries are revealed in Figure 3.

Figure 3: Challenges to staff motivation

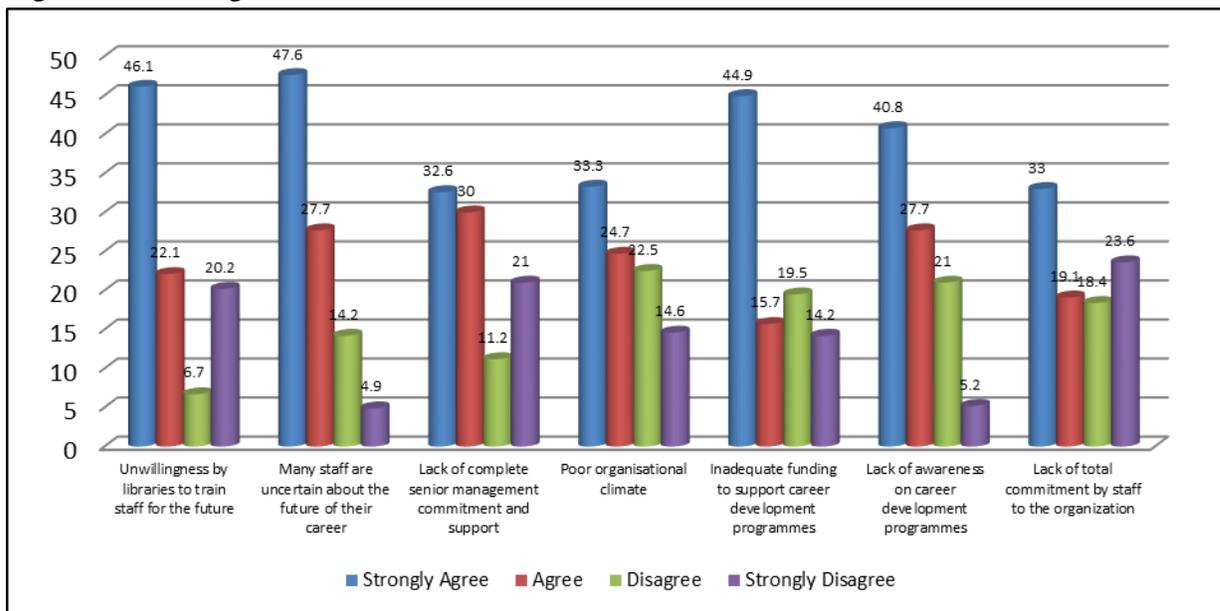


Figure 3 reveals that uncertainty about the future of career management by many staff was one of the major problems of employee motivation in the academic libraries as indicated by 47.6% of the respondents. No fewer than 32.6% of the respondents agreed that there was lack of complete senior management commitment and support. Close to 33% of the respondents indicated lack of total commitment by staff to the organisation, while 33.3% of the respondents echoed poor organisational climate.

The study revealed that various forms of motivation existed in the selected academic libraries in Lagos State, and were recognised by the employees. These

motivations include job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward (for excellent performance). Library managers have recognised the role of motivation in boosting the morale of their employees for optimum performance, and so, various strategies of motivation were designed to achieve this. As found in this study, money, salaries and wages, remuneration, etc., as forms of motivation was supported by Tella, Ayeni and Popoola's (2007) submission that professional and non-professional library personnel have the same perceived work motivation if they are given the work environment and incentives that they need and deserve. However, it must be noted that among the older employees and the high ranking officers, responsibility matters to them a lot more than money. This is so because responsibility commands authority and respect, with decision power, which most times keep them highly motivated. Also, Obajemu, Dekpen and Ojo (2012) maintained that application of fringe benefits cannot be ignored if organisational goal is to be realised or maintained, and that organisation can get its best from the staff when they are timely advanced to greater position of responsibilities (through promotions).

Notably, most of the motivational parameters identified have influence on the performance of the library employees to a very great extent. This, however, emphasises the importance or relevance of motivating a workforce in any organisation. Motivation, as have been discovered, may come in any form to make work easy and interesting for the employees. This no doubt will encourage the employees to put in their best in the job, and thus, increasing effectiveness of the personnel as well as the efficiency of the services provided. The study did not fall below expectation concerning the relationship with colleagues in the workplace, which served as a great form of motivation for the employees. This, however, was supported by Ola and Adeyemi (2012) who found a positive and good relationship with co-workers in Kenneth Dike Library and thus submitted that the workplace tends to be more conducive in an atmosphere where there is no rancour or animosity. The findings in its entirety supported Satta, Nawaz and Khan's (2012) opinion that several factors come together to determine the job satisfaction including the basic factor (pay, work, supervision, promotion, coworkers and work environment).

The impact of motivation on employee performance and productivity in the selected academic libraries included - aligning the aspiration of employees with organisational objectives, high level of job satisfaction among staff of all categories, and improvement in staff attitude towards work. Other impacts of motivation were improved overall job performance and productivity, improved staff skills and knowledge, quality of service to the users, and improved efficiency in service delivery, while it reduces the level of staff turnover (leaving the present job for another), and also influenced employees to contribute to the organisation's effectiveness, and get the best out of them. The finding was further corroborated by Tella, Ayeni and Popoola (2007), who noted that it is imperative for library management to meet the demands of their personnel to

strengthen their motivation, satisfaction, and commitment to minimize turnover, and that library management should concentrate on improving the conditions of service for library personnel.

There were major problems of motivation in the selected academic libraries. The study showed that many staff were uncertain about the future of their career, there was lack of complete senior management commitment and support, and a lack of total commitment by staff to the organization, as well as poor organisational climate. The finding supported many other previous studies such as Allner (2008), which stated that patterns of poor managerial leadership create low morale, poor organisational climate, distrust towards supervisors among subordinates, low productivity, lack of teamwork, and lack of consensus building and shared goals. Staninger (2012) thus warned that unwillingness to involve stakeholders in decision making may be a strong indication of ineffective leadership. Library stakeholders are those that have an interest in the efficient and effective operation of the library.

Conclusion and recommendations

Motivation plays important roles in the organisational success and work effectiveness of the employees. Motivational strategies like job security, wages and salary, relationship with colleagues, and staff appraisal, when properly applied can have great impact on the performance and productivity of employees in any academic library as investigations revealed in the selected libraries in Lagos State. The implication is that when employees are happy they tend to put in their best to achieve the organisational goals. It is worthy of note that money, or financial incentives as the case may be, is not the only form of motivation for employees. To the junior workers, money may be the highest motivating factor, and this may be attributed to the country's poor economy. While to the older employees and the professionals, money is usually secondary because they desire authority and responsibility which in turn attracts fringe benefits and allowances. To this end, it is therefore recommended that employees in academic libraries should be well and adequately motivated from time to time to boost their morale for efficiency and higher productivity.

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