The Role of Motivation in Librarians' Job Performance in Public University Libraries

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Abstract

Libraries, especially those in higher institutions of learning serve as the knowledge bank of the society and are expected to generate, harness, disseminate and preserve knowledge for their immediate environs and the world at large. Achieving this objective is however not feasible without high performing workforce. Librarians' job performance is critical to achievement of goals and objectives of the library and the university as a whole. Motivated employees are more likely to give their best of service. Therefore, for librarians to perform optimally means they must be well motivated. This paper highlights the role of motivation on employee performance generally and on librarians' job performance in particular. Drawing from extant literature, the paper discusses extensively the concept of job performance, the components of job performance, factors that influence job performance, intrinsic and extrinsic motivations and their roles in the job performance of librarians in public university libraries. The paper concludes that conducive work environment, impartial reward system and employee empowerment can motivational factors that can enhance librarians' job performance. Recommendations were advanced for management action.

Keywords: Job performance, Librarians, Libraries, Public libraries, Motivation

1. Introduction

Universities worldwide are established for nurturing future leaders and developing high-level manpower required to ensure growth and development in any nation. Achieving this objective is not feasible without vibrant, functional and well equipped libraries. Libraries, especially those housed in higher institutions of learning serve as the knowledge bank of any society and are expected to generate, harness, disseminate and preserve knowledge for their immediate environs and the world at large. This means that university libraries aim at the advancement of the frontiers of knowledge through teaching, research and community service (Igbinovia & Popoola, 2016). Because of the enormity of knowledge derived from the teaching, research and community service activities of universities, the decision to harness and preserve the knowledge and information for immediate and future use became important hence the establishment of university libraries.

Academic libraries constitute the heartbeat of universities and other institutions of higher learning and are central to the overall success of such institution. They play a critical role in aiding the mandate of their institution's research, teaching and community services by selecting, acquiring, processing, storing and disseminating relevant information resources within and beyond their immediate environs. A well established and functional library is needed in every university so as to enable it fulfill the purpose of supporting the curriculum and research in that university.

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This implies that the library must be stocked with high quality, up-to-date and relevant information resources in appropriate formats for the users. Apart from adequate funding which the university library needs for its day-to-day operations, the library must also be provided with state-of-the-art facilities as well as quality staff.The quality of library personnel to a great extent, determines the quality of the services the university library offers because it is the librarians that design, adopt and adapt relevant services that will ensure the quality and successful delivery of users' information needs.

The growth and success of public university libraries can be determined by the performance of the librarians. Job performance, a popular concept in managerial psychology has thus become an important index in predicting probable success or otherwise of any organization which public university libraries are inclusive. Job performance has been described as a set of workers' behaviors that can be monitored, measured and assessed, and the behaviors should be in agreement with the organizational goals (Igbinovia & Popoola, 2016). This simply means that individual performance in the work place is targeted at the overall performance of the organization and that individual job performance can be rated against some predictable standards.

Consequently, Odunewu and Haliso (2019) opined that successful completion of tasks within designated period and effective delivery of services by librarians are among the indicators of good job performance which in turn predicts the overall success of the library. In addition to the indicators of job performance is ability to render good quality work, high quantity of task performed, interpersonal relationship, as well as the ability to work with minimal supervision. Job performance is also a function of the combination of quality attributes which includes abilities, competencies, motivation, and commitment of individuals. Other abilities include personal discipline, communication skills organizational training and self-development of individuals in the organization. Success driven organization like public university libraries management should regularly probe into the job performance of its employees including librarians. Librarians' performance is important because it enhances the achievement of goals and objectives of the library and the university. Hence, this paper highlighted the role of motivation on librarians' job performance in public libraries.

2.   The Concept of Job Performance

Performance is a concept that depends on the context in which it is employed. It is the act of fulfilling one's obligation in his or her organization for the achievements of set goals and objectives. Performance depends not only on one's energy exerted at accomplishing a task but it also involves the mental capability of an individual. The definition of performance is the same irrespective of the type of production, economic, or political systems. Vanscotter, Motowidlo and Cross (2010) opined that there might be exception because those who perform highly get promoted more easily within the organization and are open to better job opportunities than those who perform lowly.

According to Motowidlo (2003), job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time. This definition is a slightly revised version of the definition of performance presented in a previous publication in connection with a theory of individual differences in task and contextual performance. One important idea in this definition is that performance is a property of behavior. In particular, it is an aggregated property of multiple, discrete behaviors that occur over some span of time. A second important idea is that the property of behavior to which performance refers is its expected value to the organization. Thus, the performance construct by this definition is a variable that distinguishes between sets of behaviors carried out by different individuals and sets of behaviors carried out by the same individual at different times. The distinction is based on how much the sets of behaviors (in the aggregate) are likely to contribute to or detract from organizational effectiveness.

Bullock (2013) considered job performance as a property of behavior or what an individual does at work, which leads to the expected value. Inferably, an employee's behavior may be distinguished as positively or negatively impacting the organization in achieving its set goals and objectives. However, since the outcome of employee behavior is rarely measured, the value is simply expected. The performance of an employee also referred to as job performance has a great and positive impact on an organization; therefore, performance is needful to every individual and serves as an important ingredient for the survival and sustainable growth of every organization. Job performance is the process carrying out task, duties and responsibilities associated with a particular job. Furthermore, job performance is considered as an output of a staff on the job, measurable in terms of quality and quantity of job performed or done. According to Popoola and Farukoye (2017) citing Shadare and Hammed (2009) proposed the following parameters as indicators for measuring performance: quantity and quality, speed and accuracy, creativity and innovation, risk taking and skills for future development.

In the same vein, Hakala (2008) gave the following as performance indicators: effectiveness, efficiency, profits, value, innovation, creativity, work relationships, job skill, decision-making, and communication. Olomolaiye, Wahab and Price (1998) and Grundecha (2012) grouped performance factors into two categories: external and internal factors.

External factors are the factors that are outside the control of the organization's management, while internal factors are the factors related to the performance factors originating within the organization as the nature and composition of the organization. They viewed the internal factors which can enhance performance of workers in an organization as the nature and composition of the organization. Furthermore, Job performance has become one of the significant indicators in managing organizational performance. They opined that a growing emphasis has been given on employee's job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness (Popoola & Farukoye, 2017).

Several studies on personnel practices and programs designed to improve human work performance have also used a wide variety of criterion measures, including supervisory ratings, productivity indexes, absenteeism, turnover, salary, and promotion. Although all of these measures might be presumed to reflect performance at least to some degree but there has been very little discussion about the conceptual status of the underlying performance construct it.

2.1. **Constituents of Job Performance**

Job performance is a commonly used concept in industrial and organizational psychology. It refers to how people perform their tasks in a given setting within organizations. Job performance as defined by James (2002)as the act of carrying out a command, duty or purpose; and equally an observable and measurable behavior of a person in a particular situation. The most commonly conceptual approach to job performance was developed by Campbell (1990). He first defines performance as behaviour. It is something done by the employee. He however allows for exceptions when defining performance as behaviour. For instance he clarify that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. He however stated that, performance needs to be under the individual control regardless of whether the performance interest is mental or behavioural. He further stated that despite the emphasis on defining job performance, it is not a single unified construct. There are many jobs, each with different performance standards. Therefore, job performance is conceptualized as a multidimensional construct consisting of more than one behavioral kind.

Campbell, McCloy, Oppler, and Sager (1993) further stated that job performance has behavioral and outcome perspectives. The behavioral perspective defines job performance in terms of measurable behaviours that are relevant to the achievement of organizational goals. The outcome perspective refers to the objective consequence of behavior. Therefore in project context, the outcome perspective will suggest the assessment of performance on the basis of project outcomes such as turn-out cost, quality and time. Proponents of outcome perspective argued that objective measures have advantages of limiting the bias inherent in the subjective evaluation of performance behaviors. Coming from a psychological perspective, Campbell describes job performance as an individual level variable; that is, something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance which a higher level variables.

In the same vain, Armstrong (2000) stated that performance means both behavior and result; behavior emanates from the performer and transforms performance form abstraction to action. It is not just the instrument for result, behavior is also and outcome in its right, the product of mental and physical efforts applied to a task and can be judged apart from the result. One of the influential multifactor models of job performance is the one advanced by Campbell (1990) he conceptualized job performance as a multidimensional construct consisting of more than one kind of behavior and proposed an eight factor model of performance based on factor analytic research that attempts to capture dimensions of job performance existent across all jobs.

1. The first factor is task specific behaviors which include those behaviors that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another.
2. On the other hand, non-task specific behaviors are those behaviors which an individual is required to undertake which do not pertain only to a particular job. A non-task specific behavior of a person might be training new staff members.
3. Written and oral communication tasks refer to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness and accuracy with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force.

4. An individual's performance can also be assessed in terms of effort or quantity, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which people commit themselves to job tasks.

5. The performance domain might also include an aspect of personal discipline. Individuals would be expected to be in good standing with the law.

6. In jobs where people work closely or are highly interdependent, such as in academic libraries, performance may include the degree to which a person helps out the groups and his or her colleagues. This might include acting as a good role model, coaching, giving advice or helping maintain group goals.

7. Many jobs also have a supervisory or leadership component. The individual will be relied upon to undertake many of the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishments. These aspects of performance happen in a face to face manner.

8. Managerial and administrative performance entails those aspects of a job which serve the group or organization but do not involve direct supervision. A managerial task would be setting an organizational goal or responding to external stimuli to assist a group in achieving its goals. In addition a manager might be responsible for monitoring group and individual progress towards goals and monitoring organizational resources.

These factors together help shape the understanding of job performance across various levels. University libraries constitute a vital component of the education system. It can be regarded as the capital of knowledge, and human resource development. Academic libraries play important role in the education and training of staff and students by providing resources for research and scholarly purpose. By an active participation and involvement in research and provision of information sources and resources, university libraries have and will continue to play a vital role in education development. The guarantee this outcome, library workers must perform at a high level that can aid the attainment of set goals and objectives of not just the library itself, but also that of its parent institution. Librarians ought to be provided with enabling environment to push them to perform highly in various library tasks, chief among which is rendering quality services to users at all times. Furthermore, Smith as cited in Obioha (2003) identified five factors that play huge role in influencing job performance which include: people on the present job; supervision on the job; opportunity for promotion; present pay; work on the present job; ability and skill, lack of technological know-how, lack of physiological drive, managerial ability; and attitude to work:

a. **People on the Present job**
   Co-workers of an employee influence a worker's job performance. The Hawthorne studies highlighted the importance of interpersonal relationship on a job performance. If a worker associates with people who are committed and are motivated, he could get motivated and increase his performance. Since interest and enthusiasm seems to be infectious.

b. **Supervision on the job**
   The supervisor can make or mar an employee. The way the supervisor relates with the subordinates and how the employee perceives him or her can influence their job performance positively or negatively.

c. **Opportunity for promotion**
   An average employee looks towards to the day when he will earn a promotion. And promotion is a reward for past performance, an encouragement to nudge him to continue to excel. Promotion motivates behavior. An employee who is denied promotion for a long time gets frustrated, thereby affecting his/her performance on the job.

d. **Present pay**
   Money satisfies despite the fact that people have a sentimental attachment to it. Money can be seen as a symbol of achievement, success and status. Above all, people work to maintain their families or to meet their physiological needs. If a worker's take-home pay cannot take him home, his performance on the job is likely to be negatively affected.

e. **Work on the Present Job**
   It is believed that one of the major factors that influence job performance is work on the present job. Whether an employee work hard or not, derives satisfaction from the job or not, is influenced by the way he perceives the work (Nwachukwu, 1988).

f. **Ability and Skill:**
   People are endowed with different abilities from birth. Those who are strong, talented and specially gifted excel in one field of endeavor or the other. There are people who have a flair for figures and others who do not. And those who do are most likely to excel in such job. If library personnel lack requisite ability to enable them perform well in given tasks, it is difficult to get the best out of them as one cannot give beyond his/her ability.Skill is acquired through training and the lack of requisite skill could be due to the lack of opportunity to acquire training and these could likely affect performance negatively.

g. **Lack of Physiological Drive:**

Some people make a minimal demand on themselves. Their expectations are low and lack the drive. These set of people appear content with what they have, however, small or big. Employees who lack the competitive drive lag behind those that are self-motivated in maintenance factors and shy away from responsibility or challenges.

h. **Managerial Ability:**
One of the key functions of management is to utilize people in the accomplishment of organizational objectives. To accomplish these objectives, management must not only create a favorable environment in which the employee must work but also motivate employees to greater performance. When management fails to motivate, the employee becomes a liability to the organization. Managers are the hubs on which the entire organization rotates. They influence efficiency by the choice of technology to be used. Thus an organization's ability to be productive or not depend on how labour is utilized by management.

i. **Attitude to Work:**
An employee with a poor attitude to work and the organization s/he works for are likely to end up with poor performance. Attitude is observable and could be infectious. Employees who have bad attitudes to work tend to fit into McGregor's theory X. They work because of the compulsion of their economic circumstances. Poor attitude could be due to lack of motivation, poor work design that robs the employee of his intrinsic reward, or factors unconnected with work environment and beyond the control of management, all of which result in one thing: poor job performance.

j. **Technological Know-How:**
The type of technology in an organization influences employee performance. Obsolete equipment reduces output, increases stoppages, and bad products. Where management employs good techniques and innovative approaches, performance is bound to increase. High level performance is very important in management for it reflects management effectiveness and efficiency. Environmental factors in performance influence effort and task directions, which are the behaviours the employee believes, are required for the accomplishment of his tasks. Environmental factors include education, supervision, organizational design, company policies, social expectations, training values and situational factors in the organization. Effort is not sufficient; the employee must have the abilities, understand his role in the organization and have a good perception of the best way to channel his energies in the attainment of desired results. Management should encourage performance by making employees aware of the reasons behind the functions they are performing, and providing the support required in sustaining their effort. The employees in an establishment differ in knowledge, aptitude and, skills. In the same way, their performance differs. It is the function of management to device ways of encouraging higher performance. This is accomplished through training and development, motivation and judicious use of organizational favors.

3. **Concept of Librarians' Job Performance in Libraries**

Libraries are seen as the heart of any educational institution especially in higher institutions of learning. Libraries are also considered as agents of change and sustainable development, but these can only be possible if the human agent, the librarians are competent, efficient and effective in the delivery of quality services to their patrons which will eventually impact their performance. In public university libraries, employees are in three categories, viz academic staff, senior staff and junior staff. From librarianship point of view, performance is the tangible services which every librarian is expected to perform in order to satisfy the needs of its user and the community. In other words, librarian's performance is the body of knowledge that guides human endeavors for the actualization of improvement for the quality of service delivery provided to meet the needs of its information users and the community.

In public university libraries, librarians are responsible for the duties of selecting, acquiring and organizing library resources/materials for easy access and retrieval by information users, as well as rendering reference services and selective dissemination of information (SDI) to meet the information needs of users. Amune (2014) observed that unchanging jobs status, work overload (as a result of shortage in staff), lack of adequate recognition for work done well, lack of contingent rewards, lack of modern working tools, poor communication between managers and subordinates, lack of staff development and training required to provide quality service, lack of performance evaluation and appraisal can affect librarians' job performance. He further explained that boredom and frustration, personnel policies, working conditions as well as opportunities to participate in decision-making can influence effective job performance of librarians especially in public universities if not adequately catered for. Some public university authorities are not giving equal treatment to its employees such that some academic staff is entitled to some allowances as lecturers and they are also regarded as "core academic staff" in the university, but these same allowances are not extended to the librarians in the same institution. It would be observed that such treatment can lower the moral of the librarians that are in the same university with the lecturers and as well affect the librarian's performance.

Performance of an employee (librarian) is essential for the continuous existence of any organization or any university. Likewise, for public university libraries to continue to have relevance in the society there is the need for its manpower (librarians) to be motivated not minding that libraries are not profit-oriented organizations, but service delivery-oriented institutions.

The university library services in this information age are being challenged by emerging technologies and competition from other information providers. Regardless of this, information users expect an increased service delivery from the librarian and it is believed that with the right motivations, library workers can provide the right services demanded by information users.

Moorhead and Griffin (1998) discussed that performance is dependent on three major factors, namely: motivation, ability, and environment expressed as follows: $P = M + A + E$. Ability is the employees' skill and capacity to perform a given work, that can further be acquired in the case of deficiency, through a training program or a transfer to a simpler job. Environment, which refers to the requisite physical material resources and equipment to do the job, can also be provided. Hitherto, motivation that involves a worker wanting to do the job cannot be easily provided or generalized; this necessitates further determination on the part of the manager to determine what will motivate the employee to work hard enough to meet set performance levels(Lamptey, Boateng & Antwi, 2013; Moorhead & Griffin, 1998). In addition, Robert and Peter (2010) defined performance as that which people produce with the least effort. They viewed performance as a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials, machines) into goods and services. This study agrees with Robert and Peter's stance on performance, this simply implies that the employer of labour must make adequate provision for all needed raw materials, tools and highly technical machines or equipment in the organization, if the employers are expecting optimum performance from the man power that are engaged in its workforce. Furthermore, the researcher adopts the definition of working conditions of employees that posits performance to mean all efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of labour, material and machines. Thus the working conditions are very important to any organization especially in the university.

The idea of getting the best from librarians in public university libraries brings about the need for motivation. Applying the postulation of McGregor's X and Y theories whereby he highlighted how workplace managers view workers from two distinct perspectives, the assumption is that participative decision-making, responsible, challenging jobs and good group relations can function as viable methods to maximize an employee's job motivation (Robin & Judge, 2011). Hinging on the above assumption of Maslow's hierarchy of needs, McGregor asserts that every employee has his personal objective(s) that serves as driving force to perform in the workplace. When these objectives are met, the employee is happy and willing to do more; otherwise, such worker will have a low morale and is not likely to offer much. The task before an organization's management therefore is to ensure that employees' are driven by the impression that the organization's success is their success not just in principle, but in practice. Thus, motivation is important in an organization in as much as it determines performance in conjunction with ability and environment (Lamptey, Boateng & Antwi, 2013; Moorhead & Griffin, 1998).

4. Concept of Motivation

The two-factor theory of Herzberg posits there are two different sets of factors affecting motivation and work. The factor is a product of a research work of Frederic Herzberg and his associates which was conducted in the Pittsburg area of United States of America in 1959. The research objects were accountants and engineers who were asked to recall a time when they felt exceptionally good about their job and the times when each were exceptionally bad and when to describe the events associated with these feelings. From the research, Herzberg and his associates found out that, there are two separate independent factors that affect motivation at work. One set of factors are those which, if absent, cause dissatisfaction. They are called dissatisfies or maintenance factors or hygiene factors which serve to prevent dissatisfaction. These hygiene factors are related to job context, they are concerned with job environment and extrinsic to the job itself, such things as salary, working conditions, job security etc. Proper management attention to hygiene factors will tend to prevent dissatisfaction, but doesn't by itself create a positive attitude or motivation to work. It brings motivation to a zero level. Herzberg is of the opinion that the hygiene factors are as important as the motivators. They are necessary to avoid unpleasantness at work and to keep away from unfair treatment. The other set of factors is described as the motivators or satisfiers and they are related to job content of work itself. They are called the intrinsic factors of motivation. The factors encourage the growth and developmental needs of people at the work place.

These motivational factors are; achievement, recognition, responsibility, personal growth and advancement. Motivation is the inner drive that triggers human beings towards achieving a goal. Therefore, motivated behaviors are voluntary choices controlled by individual employees. According to Okorie, Ikonne and Haliso (2019) motivational factors are driving forces that stimulates a person, which gingers an urge or passion to pursue a certain action. Most employers would appreciate to have a motivated worker who is ready to work, but do not understand what truly motivates each individual.

The supervisor (motivator) influences the factors that motivate the employee (motivate) to higher performance. Usually, workers are regarded as the most important assets which lead to the achievement of organizational goals and objectives. Motivation is the key to a powerful manner, which creates performance and helps the organization to survive. 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.

The word motivation originates from a Latin word "movere" which means to move or satisfy a need or want. Goodman (2010); Hammer, Ernst, Bodner and Crain (2013) defined motivation as the level of effort an individual is willing to expend towards the described motivation as the provision of inducement. Oladele (2013) suggests that in handling people who are physically, psychologically, culturally and ethically different from each other, management must be aware that each human being has a range of personal desires and basic needs to satisfy.Bamgbose and Ladipo (2017) assert that motivation is the process that accounts for anindividual'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 behavior. In like manner, James and Stoner (2009) submitted that motivation can be seen as those psychological characteristics of humans that contribute to an individual's level of commitment towards a goal. It comprises several elements that causes, directs, and sustains an individual's behavior in a specific way. He went further to say that motivation is one of a number of elements that affect an organization's productivity and performance levels respectively.

Motivation is seen as the mental process giving behaviors the will-power, drive, and tendency to act in a certain way in order to attain certain unsatisfied needs. In line with these, Okorie, Ikonne and Haliso (2019) and Valez (2010) opined motivational factors as those characteristics required in achieving tangible things in life and without it, an individual prematurely gives up at the first sign of adversity.George and Jones (2012) termed work motivation as self- induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals.Furthermore, Chukwudi, Odogwu and Adededinho (2012) opined that there are several factors that motivate a person to work and can be divided into two groups viz monetary factors and non-monetary factors. The monetary factors are salaries or wages, bonuses, incentives while non-monetary factors include 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.

However, motivation has been recognized as a dilemma that managers must face because what motivates one individual may not motivate another. Another complication of motivation theories is that the theories were developed in the West, primarily the U.S. and Great Britain. The theories may be based upon Western cultural situations that do not necessarily apply to the rest of the world (McKenna, Richardson, Singh, & Xu, 2010).   By looking deeper into the multiple theories of motivation, one will find that there are two basic types of motivation: intrinsic and extrinsic motivation.

4.1 Intrinsic and Extrinsic Motivation

Motivation is said to be intrinsic or extrinsic. Intrinsic motivation is that inner drive within that causes people to respond to job challenges and work harder in order to demonstrate their self-worth and integrity. It also helps employees deliver their personal commitment as well as further desire for personal accomplishment. Examples of intrinsic motivation include acceptance, curiosity, honour, independence, power and order (Obajemu, Dekpen&Ojo, 2012). Madukoma, Bamidele and Unegbu, (2015) citing Yalokwu (2009) opined that rewards and incentives impact employee to enjoy positive and productive work environment. The process of rewarding or giving incentive is an act which motivates employees for greater action. This is also called a stimulant to initiate a greater action to be more productive. Incentives are given in addition to salaries.

According to Akanbi (2011) citing McCormick and Tifflin (1979) motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers.

Intrinsic motivation on the other hand are those rewards that can be termed "psychological motivations" and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Deci and Ryan (2010) believed that when people are playing and learning in this eager and willing way, they are intrinsically motivated. Throughout life, when they are in their healthiest states, they are active and interested, and the intrinsically motivated behaviors that result help them acquire knowledge about themselves and their world.

Extrinsic motivation is induced by external factors which are primarily financial in nature. Ryan and Deci (2000) term extrinsic motivation as the attainment of a separable outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order to receive the reward. Extrinsic motivation comes from outside the individual such as reward of money, benefits packages, and bonuses for showing desired behavior and the threat of punishment following misbehavior. Ryan and Deci (2000) opine that extrinsic motivation moves workers to accomplish their tasks to activate their rewards. Olorunshola and Bamijoko (2008) argued that extrinsic motivators such as good pay, retirement benefits, overtime allowances and good working conditions could spur or prompt librarians to give in or deliver their best towards higher performance.

Udom (2010) suggests that extrinsic incentives such as merit pay or effective service rewards can affect the librarian's performance in Nigerian universities. Sempane, Rieger and Roodt (2009) expressed the significant role librarians play in the development of human capital which is fundamental for national economic growth and development worldwide, thus, ensuring their motivation at work places will enable them work effectively and efficiently to higher productivity. Tella, Ayeri and Popoola (2007) however opened up that no matter how automated an organization or a library may be, high performance still depends on the level of motivation everything being equal. The higher the librarians' contributions to the achievement of the library goals, the more the universities achieve their set goals. Librarian's motivation will exert great influence on the performance of the librarians. The researchers affirm that a highly motivated employee would have a high morale which would in turn translate into positive attitude to work and attainment of high performance. Thus to enjoy the services of librarians (in form of high performance) it is necessary for the university management to make librarians happy on their chosen profession. As such it is necessary for every superior in an organization to motivate subordinates to enable them exert the right and productive types of behaviors in order to attain higher performance.

5. Motivationon Librarians' Performance in Public University Libraries

Intrinsic and extrinsic motivation can be useful instruments in the hands of management to excite the workforce. Generally motivation increases the willingness of the workers to work, thereby increasing the effectiveness of the organization. Both intrinsic and extrinsic motivation enhance utilization of available resources, reduce labour problems in an organization, results in sizeable increase in production and performance of the work force, serve as a basis of cooperation among the work force and promote a better image of the organization or library to outside world. Intrinsic motivation refers to the inherent driving force that makes an individual to act in a specific way. It is an inner drive that causes an individual to behave in a certain manner. The goal of most organizations is to improve productivity therefore factors of motivation play significant roles in improving employee job satisfaction levels. This will in turn aid in improving an organization's productivity levels. Unfortunately, librarians in some public university libraries in Nigeria are not well intrinsically motivated in the sense that they lack the enabling environment for librarians to carry out their duties effectively.

Nowadays, it is not uncommon to listen to librarians with a lot of complains about their condition of services which prompts a lot of them to leave their jobs for another that provides better opportunities. But for some, they remain even when they are in disagreement with the management styles of operations which can adversely affect their service delivery. Furthermore, employees may become disgruntled when management denies them some allowances which are paid to other academic staffs in the same system.

As pointed out by Nwosu, Ugwoegbu and Okeke (2013), majority of librarians in Nigeria were poorly motivated while very few of them reported that they were well or moderately motivated. Therefore, for librarians to be effective in carrying out their traditional duties as custodians and disseminators of information, they should be adequately motivated.

Low performance is a general problem that presently thrives in many societies particularly in the developing countries, irrespective of the constant efforts made by the government and management of these organizations to increase their performance (Robert & Peter, 2010). Public university libraries are not exempted from this ugly phenomenon as it can be observed generally that the level of performance in most public university libraries today is low, due to lack of satisfaction of its personnel especially the librarians.

Thus, it becomes important that employees should be adequately and fairly motivated by their employers, if they are to increase the level of performance in any organization either public or private sector. Librarians' performance 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 employees receive (Chandrasekhar, 2011). Librarians' working condition need to be greatly improved by their employees so as to enable them to be more effective in their information processing and disseminating duties. Ali, Ali and Adan (2013) suggested that the term working condition refers to working environment and all existing circumstances affecting labour in the work place, including job hours, physical aspects, legal rights and responsibility, organizational climate and workload. He posited that if librarians have negative perception of their working conditions, they are likely to be absent at work, have stress related illnesses, and their commitment and performance will be low.

Chandrasekhar (2011) recognized that lack of adequate productive related workplace environment could result in poor service delivery, since the provision of adequate related working conditions and workplace environment can enhance the retention of experienced manpower, with the adoption of new methods and technologies in the production of goods and services in the organization leading to high level performance of employees. Hence, these will lead to how people are trained, encouraged and generally treated in the organization. It will also lead to high turnover among the librarians. Therefore, it is expected of the university authority to create a friendly and peaceful working environment that would enable librarians to comfortably increase in their information delivery roles to all information seekers within the university community.

6. Conclusion and Recommendations

Motivation is the drive and stimulation which enables individuals in an organization to perform their duty as expected of them. It is the process of creating organizational conditions which will propel employees to strive to attain organizational goals. It is important to recognize factors that affect the librarians as an individual and can impact his or her performance. Motivation is key to librarians' job performance as well as to any other profession (Iwu-James, 2011). For a manager to develop motivation in his employees, he must treat them well as individuals, empower workers, and provide an effective reward system, redesign and create a flexible workplace. Also empowerment should be added as a motivational strategy to unshackle the problem of in effective and efficient performance among the librarians in public university libraries. Hence, the following recommendations are made: fair

1. Public University administrators should give adequate attention to the issue of motivation so as to improve the performance of librarians.
2. Public University Libraries management should add that to their priority list to reward good ideas and efforts so that librarians can remain motivated in order to improve the quality of service delivery in the libraries.
3. Librarians should be encouraged to motivate themselves in spite of the working conditions as self-motivation drives job performance and reduces turnover rate among employees. They should be motivated intrinsically and extrinsically in order to achieve high level job performance in the libraries
4. Public University Libraries administrators and management must endeavor to review policies that could put in place more indices that can enhance librarians' job performance.

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