



INFLUENCE OF JOB MOTIVATION ON STAFF PRODUCTIVITY IN ACADEMIC LIBRARIES IN NIGER STATE, NIGERIA

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ABSTRACT

The study examined the influence of job motivation on the productivity of staff in academic libraries in Niger State. Survey research design was used to cover all the 12 academic libraries involved in the study. Non-probabilistic or purposive sampling technique was used to select four (4) out of the twelve (12) academic libraries. The four libraries were selected based on the research cum learning activities that go on in the selected institutions which would not necessitate duplication of similar institutions. Total enumeration was used and in all, 208 library personnel consisting professional, para-professional and support staff were involved. Findings of the research were analyzed in simple descriptive statistics of frequency counts and percentages. The research revealed that job motivation had strong and positive influence on the productivity of the staff. Influence of job motivation on staff productivity was felt most in Ibrahim Babangida University, Lapai with 94.7% respondents. This was closely followed by Federal College of Education, Kontagora with 92.9% respondents. Out of all the motivational items listed, money (salary) had the greatest influence on the productivity of staff in the institutions investigated for the study. It was recommended among others that the salaries and other financial allowances of the staff of the affected institutions be at par with what are obtained in similar organisations and that slashing of allowances of the staff under whatever guises should be discouraged discontinued because of its anti-productive tendencies.

Key Words: Job Motivation, Staff productivity, Academic Libraries in Niger State, Nigeria.



Introduction

Attainment of high productivity is of primary concern to management of most organisations including academic libraries. It has been established that attainment of high productivity would be a mirage in most organisations if high priority is not accorded to the welfare of the work-force (Paul, 2002, Owusu- Acheaw, 2007, Amir and Sahihzada, 2010). Appropriate job motivation would in all probability elicit high productivity from the work-force. It is therefore imperative for management of all organisations including academic libraries to tactfully study their workers; study the work environment; identify what would enhance the job morale of the workers at a particular time; giving them exactly what could motivate them so as to (receive in return) enjoy high productivity in form of efficient service delivery from the work -force.

In any organisation where employees are valued as assets, identifying and meeting what would likely give optimum job satisfaction to the work-force is of primary concern to management. This is because, it is possible for an organisation to have the most efficient technological and infrastructural facilities compared with similar organisations and still suffer low productivity due to the poor disposition of the workforce. A well-managed organisation sees an average worker as the root source of quality and productivity gains. Such organisations do not look to capital investment but to employees as the fundamental source of improvement. An organisation is effective to the degree to which it achieves its goals. An effective organisation would make sure that there is sense of commitment and satisfaction within the sphere of its influence.

In order to make the employees satisfied and committed to their job in the academic libraries, there is need for strong and effective job motivation at the various levels, departments and sections of the library (Adeyemo, 2000). It must be added that an academic library is an organisation whose mission is to provide literature and information support that would advance teaching, learning and research in the academia. The library staff, that is, professional, para-professional and support staff are the human resources that are saddled with the responsibility of providing such invaluable services. The degree to which such services (qualitatively and quantitatively) are provided would in all probability depend on the level to which the human resources are motivated and developed (Ugah, 2008).

Productivity is of fundamental importance to the individual at work and to the organisation. High productivity is significant for the upliftment of the welfare of the citizens (Yusufu, 2002, Akinyele, 2007). There is no justification for establishing and maintaining organisation at a loss due to poor management and low productivity of the workforce. In the era of global economic recession, managers of all organisations are doing their best to optimise the productivity of both human and material resources at their disposal. There is zero tolerance for economic wastage, idleness and redundancy. This is because managers are being constantly called upon to give account of their stewardship.

Even libraries that are traditionally regarded as non-profit and service-oriented organisations also have concerns for productivity. Parent institutions of academic libraries are calling constantly on librarians to give account of their stewardship (Andrews, 2007). Library management are expected to still manage judiciously resources at their disposal. Through



administrative ingenuity, they are expected to bring out the best from the workforce in the ever-competing global information market (Taiwo, 2009, Ibegbulum, 2010, Hosoi, 2010, Parker, 2010). The duty of tactfully identifying and using a style or a combination of leadership styles that would motivate the library staff rests squarely on the authorities of the academic institutions and their respective library management.

The influence of job motivation on workers' productivity could be enormous. When a worker is properly motivated, he is likely to be committed and be willing to give his loyalty, attention and talent to his job and for the betterment of his organisation. Motivated employees would in all probability be more productive than the ones that are not motivated. Employees have been described as the most invaluable asset of any organisation who, apart from providing services, are also the most critical element of the service (Czepiel, Solomon and Suprenant, 1985, Tella, Ayeni, Popoola, 2007). Therefore, satisfied and motivated employees, under normal circumstances are likely to be highly productive in terms of service delivery.

Similarly, Sahney, Banwet and Karunes (2008) established a strong link between employee job motivation in higher educational systems and enhanced productivity. In a survey carried out on employees' job motivation in higher education, Comm and Mathaisel (2002) found work load, working environment, salary and other fringe benefits to be key factors of employees' job motivation, satisfaction and attendant productivity. When they are highly motivated, employees tend to direct their energies towards meeting organisational goals and to display optimum levels of performance. On the other hand, when motivation declines, employees tend to display such negative traits as apathy, hostility and aggression. These traits also tend to undermine efficiency, productivity and sustainability. The need to motivate and be motivated is therefore continuous and constant (Senyah, 2012).

Mullins (1996) identified a three part classification of successful motivation as economic rewards, intrinsic satisfaction and social relationships. The following could be deduced from a three-part classification of successful motivation as identified by Mullins. For any motivational activities to be successful, the economic rewards are essential. The economic rewards refer to the benefits that are accruable to the beneficiaries of such motivation programmes prior, during or after the motivation programmes. The benefits could be financial or material. The financial benefits refer to the monetary rewards that the beneficiaries would receive. The material benefits could come in form of other fringe benefits like free meal ticket, provision, foodstuffs, clothing materials, transport facilities and shelter. The intrinsic satisfaction refers to the inner contentment and deep inner feeling of satisfaction that could make the beneficiaries to be pleased to do whatever their benefactors want them to do.

Employers that want to get the best out of their employees would be prepared to give them everything that could make them to be intrinsically satisfied. In fact, when library management could go to the level of making staff to be intrinsically satisfied, it is possible for such staff to be contented to the point that even when other employers of labour give them better offers (financially), they are most likely to turn them down. In other words, intrinsic satisfaction could help stem the increasing tide of employee's turnover, absenteeism and other labour-related industrial crises. The third part of the classification of successful motivation technique is social relationships. Motivation techniques influence human beings as social beings. Human beings socialise and relate among themselves more than all other beings. The



complexity and the degree of socialisation also vary from one group to another. However, one thing that is common to all human beings is that they live in group (society). Human beings do not live in isolation. Since human beings do not live in isolation, they are quick at comparing the living standard of one group with another and that of one person with another. They buy goods from the same (similar) market and they also meet in other avenues like clubs, associations, etcetera where socialisation takes place.

In the process of socialisation, one person might discover that the other person who has the same or similar qualification with him is being paid far better in another establishment. This might give rise to a feeling of unhappiness towards his job. From that moment, he might begin to exhibit a feeling of unhappiness and he might be desirous of looking for another job. On the other hand, if his remuneration is higher than that of the other person, he is likely to feel happy. In terms of social comparison, he feels that he is far better than the other fellow.

Moreover, in the process of socialisation, a group might want to find out why a particular group of people (who probably have the same qualification or similar qualifications with them) could afford some of the social amenities of life that the former are finding difficult to afford. For example, if some people ride expensive cars, stay in beautiful houses, wear fine dresses, buy adequate provision, etcetera with little or no complaint, the other group of people might want to find out the secrets of their prosperity. Could it be that their jobs are making it possible for them to afford all these social amenities with ease? If it is their jobs, the members of the other groups that are not benefitting are most likely to have a re-think of looking for such jobs so as to better their own lots too. In other words, human beings are fond of comparing their standard of living with that of others. They do this through different medium of communication. Until the expected standard is reached, human beings are most likely to be dissatisfied with their work, their employers, the organisation's policy, etcetera.

Hence, if library management would enjoy unhindered commitment and loyalty from their staff, library management should do everything humanly possible that would satisfy the staff. The library management should satisfy the staff economically, intrinsically and socially. The job motivation activities that would be provided for them should be the best possible in any other part of the world especially in similar organisations. Moreover, library management should run an open-door policy so that their employees could feel free to express what is in their minds from time to time. The study, therefore, examined the extent to which job motivation influenced the productivity of library staff. In other words, if the three-part classifications of successful motivation as identified by Mullins (1996) are provided, would it influence the productivity of library staff?

The influence of job motivation on staff productivity in academic libraries could be strong. A motivated staff under normal circumstances is likely to be happy, joyous and at the same time a productive staff. This is because, when a staff is happy, he would under normal circumstances be willing to relate well with the people in his physical environment, that is, his colleagues and patrons and at the same time be willing to give his best to his clients. In other words, a motivated staff does not need to be coerced to do his normal duties, but would rather be willing to discharge his duties joyfully.

For the staff to be properly motivated on their job, it is imperative for the library management to provide them with all means of comfort which in addition to financial reward

could make them happy with the ultimate aim of optimising their productivity. These means of comfort are usually geared towards: creating a relaxed work atmosphere; reducing job stress and tension; and making workers happy with the ultimate aim of optimizing their productivity.

Effective job motivation could not be achieved without adequate welfare packages for the workers. Welfare packages could be described as the monetary and non-material benefits that workers receive in addition to their salary. Welfare packages could include the following: job security; job safety; hazard allowance; scholarship; retirement benefits: refreshment medical allowances; research grants, etcetera (Egbe 2001, Choudhary 2004). Adequate welfare packages, competitive compensation and attractive work load etcetera, have been identified as veritable tools for attracting and retaining competent faculty in higher education (Shahzad, Mumtaz, Hayat and Khan, 2010).

The need for adequate job motivation as the panacea for enhanced staff productivity in academic libraries cannot be over-emphasised. When workers are properly motivated, they are likely to be highly productive. Motivated workers would under normal circumstances be loyal, committed and dedicated to their job. Huge dividends, in form of high productivity; profitability; innovation; creativity; and efficient service delivery are accruable to any organisation that engages the services of loyal and motivated workers and vice versa. Thus, it pays in all ramifications to employ loyal and motivated workers in any organisation including academic libraries than engaging the services of disloyal, disgruntled and dissatisfied workers. The study, therefore examined what would most likely motivate the staff most, the influence of motivation on workers' productivity and challenges to job motivation of staff of academic libraries in Niger State.

Objective of the Study

The main objective of the study is to examine the influence of job motivation on the productivity of staff in academic libraries in Niger State, Nigeria. The specific objectives therefore, are to:

1. determine the extent to which job motivation influence the productivity of staff in academic libraries in Niger State;
2. ascertain the item which motivates most the staff of academic libraries in Niger State; and
3. determine the challenges to effective job motivation among the staff of academic libraries in Niger State.

Research Questions

To achieve the foregoing objectives, the following research questions are asked.

1. To what extent does job motivation influence the productivity of staff in academic libraries in Niger state?
2. Which item motivates most the staff of academic libraries in Niger state?
3. What are the challenges to effective job motivation among staff of academic libraries in Niger State?

Research Methodology

The research design for this study is a descriptive survey research type. The population for the study comprised 208 library personnel in the category of professionals, para-professionals and support staff, all working in the four institution libraries selected for the study. Total enumeration method was used to select the sample. Judgmental or purposive sampling technique was used to select four out of the 12 academic libraries Niger State as at the time of this research. Data were collected, collated and analysed with simple descriptive statistics like percentages and frequency counts. The selected institutions are:

1. Federal University of Technology, Minna (FUT, Minna);
2. Ibrahim Babangida University, Lapai (IBBU, Lapai);
3. Niger State Polytechnic, Zungeru (NSP Zungeru); and
4. Federal College of Education, Kontagora (FCOE Kontagora)

Data presentation and analysis

Data are presented and analysed in simple descriptive statistics below.

Table 1: Respondents per Institution

S/N	Respondents	FUT Minna	IBBU Lapai	NSP Zungeru	FCOE Kontagora
1.	Professional	28 (30.4%)	15 (26.3%)	11 (35.5%)	7 (25%)
2.	Para-professional	22 (23.9%)	16 (28%)	6 (19.4%)	5 (17.9%)
3.	Support staff	42 (45.7%)	26 (45.7%)	14 (45.1%)	16 (57.1%)
4.	Total	92 (100%)	57 (100%)	31 (100%)	28 (100%)

Table 1 shows the staff population in each of the libraries used for the research as at 2012. The staff population is categorised into professional, para- professional and support staff. In Federal University of Technology, Minna, the professional staff are 28; the para-professional staff are 22, while the support staff are 42; giving a total of 92 members of staff. Federal College of Education, Kontagora has total staff strength of 28 (professional 7, para-professional 5 and support staff 16).

Table 2: Staff motivation has strong positive effect on staff productivity

FUT Minna				IBBU Lapai				NSP Zungeru				FCOE Kontagora			
SA	A	D	SD	SA	A	D	SD	SA	A	D	SD	SA	A	D	SD
70 (76%)	10 (10.9%)	7 (7.6%)	5 (5.4%)	47 (82.5%)	3 (5.3%)	4 (7%)	3 (5.3%)	20 (64.5%)	6 (19.4%)	3 (9.7%)	2 (6.4%)	25 (89.3%)	3 (10.7%)	-	-

In Table 2, it is obvious that staff motivation has strong positive influence on the productivity of the workers in the four libraries sampled for the study. In Federal University of Technology, Minna 70 (76%) respondents strongly affirmed that staff motivation has strong influence on their productivity, 10 (10.9%) respondents agreed that it has strong influence on their productivity while only 12 (13%) respondents affirmed that staff motivation does not

have any significant influence on their productivity. All the 28 (100%) respondents at Federal College of Education, Kontagora affirmed that staff motivation has strong influence on their productivity.

Table 3: Job motivation fuels staff desire to remain on their job rather than looking for job elsewhere

Respondents	FUT Minna	IBBU Lapai	NSP Zungeru	FCOE Kontagora
YES	82 (89.1%)	54 (94.7%)	25 (80.6%)	26 (92.9%)
NO	10 (10.9%)	3 (5.3%)	6 (19.4%)	2 (7.1%)
TOTAL	92 (100%)	57 (100%)	31 (100%)	28 (100%)

In Table 3, majority of the respondents in all the libraries used for the study affirmed that job motivation influences their strong desire to remain in their current job rather than looking for opportunity elsewhere. In Ibrahim Babangida University, Lapai 54 (94.7%) respondents indicated in the affirmative that, they are pleased to remain on their job rather than looking job elsewhere, while 3 (5.3%) respondents were not satisfied with their current job and were seriously looking for opportunity elsewhere.

Table 4: Item(s) that motivate the staff most

S/N	Items of staff motivation	FUT Minna	IBBU Lapai	NSP Zungeru	FCOE Kontagora
1.	Salary	80	52	27	26
2.	Promotion	2	1	1	-
3.	Staff training	7	3	3	2
4.	Recognition	1	-	-	-
5.	Management style	1	-	-	-
6.	Conducive office environment	1	1	-	-
	Total	92 (100%)	57 (100%)	31 (100%)	28 (100%)

From Table 4, the item that motivates staff most in all the institutions used for the study is salary. Majority of the respondents in all the institutions sampled for the study affirmed that salary motivates them most than any other motivational items listed. Few respondents in all the institutions also indicated that they are motivated by opportunity to go for training and development. Other motivational items like promotion, recognition, management style and conducive office environment did not have much influence on the productivity of the staff of the sampled academic libraries.

Table 5: Problems militating against proper staff motivation

S/N	Problems Identified	FUT Minna	IBBU LAPAI	NSP Zungeru	FCOE Kontagora
1.	Slashing of allowances from the total take home package	75 (81.5%)	47 (82.5%)	25 (80.6%)	25 (89.3%)
2.	Excessive taxation	13 (14.1%)	8 (14%)	5 (16.1%)	3 (10.7%)
3.	Lack of proper programme on staff training	2 (2.2%)	1 (1.75%)	-	-
4.	Excess work load	2 (2.2%)	1 (1.75%)	1 (3.3%)	-
5.	Lack of working tools	-	-	-	-
6.	Dilapidating infrastructure	-	-	-	-
7.	Irregular promotion	-	-	-	-
	Total	92 (100%)	57 (100%)	31 (100%)	28 (100%)

In Table 5, majority of the respondents in all the sampled libraries for the study identified slashing of allowances from the total monetary take home package as the major challenge militating against their productivity. Another challenge that is common in all the institutions sampled is excessive taxation. Other problems like: lack of proper programme on staff training; excess work load; lack of working tools; dilapidating infrastructure and irregular promotion were not as grave as that of slashing of allowances and excessive taxation.

Discussion of findings

Findings from the research revealed that job motivation had very strong and positive influence on the productivity of staff (irrespective of job status or nomenclature) in all the academic libraries used for the study. In Federal University of Technology, Minna 80 (86.9%) respondents affirmed that job motivation had positive influence on their productivity. In Ibrahim Babangida University, Lapai 50 (87.8%) respondents attested to the fact that job motivation had direct positive influence on their productivity. The scenario cuts across other institutions like Niger State Polytechnic, Zungeru and Federal College of Education, Kontagora. Findings of the research affirmed the findings of other researchers like Czepiel, Solomon and Suprenant, 1985, Tella, Ayeni, and Popoola, 2007 Sahney, Banwet and Karunes, 2008, Senyah, 2012 etcetera. In other words, proper job motivation has the propensity of accentuating productivity not only in the academic libraries used for this research alone but in any organisation where labour is employed, recognised and valued as veritable tool of productivity.

It should be added that other factors of production like materials, money (capital), machine (technology) cannot rationally combine themselves toward efficient, effective and



meaningful output (productivity). Man's ingenuity is a necessary pre-cursor for anticipated optimum productivity in any organisation. Any worker however, would be willing to use his/her skill, acumen and ingenuity to the maximum advantage in any organisation if there is happiness within such an organisation. In other words, happy, joyous and motivated employees would under normal circumstances be productive employees. Motivated employees would be willing to remain and be committed to their present organisation even when they are offered opportunity elsewhere (Table 3).

Job motivation influenced productivity in all the institutions investigated. However, job motivation had the highest influence on the productivity of librarians in Ibrahim Babangida University, Lapai with 54 (94.7%) respondents indicating that they were willing to remain on their current job rather than looking for opportunities elsewhere. This was closely followed by Federal College of Education, Kontagora with 26 (92.9%) respondents indicating that they were satisfied with their current job and would be willing to remain on the job rather than looking for job elsewhere (Table3).

Another finding of the research indicated that salary (money) motivated majority of the staff of the libraries used for the study than any other motivational items listed. This finding corroborates those of other researchers like Colvin (1998), Ngulube (2000), Akintoye (2000), Adeleke (2001) and Sakir and Fajonyomi, (2007) who posited that money or financial reward remains the most significant instrument of job motivation which managers could use to woo or punish employees. In other words, money or financial reward is powerful. Its presence makes a lot of difference in enhancing the standard of living of an employee and vice versa. When an employee has performed as expected or beyond expectation, financial reward on the part of the employer for such behaviour is a way of encouraging the worker to do better in future.

When employees are promoted, they would expect financial elevation that matches their new status. If they go for further training they expect a kind of elevation (financially and materially) on completion of such training. With financial rewards, employees could take care of their basic needs in the family and immediate society. Moreover, enjoyment of enhanced standard of living is only possible in Nigeria and other parts of the globe if one has the financial and economic wherewithal. It must be added that money or financial remuneration can never and must never be waived aside as a great motivation to all employees irrespective of job status

Similarly, cases of slashing of employees allowances that were conspicuously noticed in all the four institutions used for the research is not a sign of good omen. Slashing of allowances which makes the workers to go home with lesser financial package could serve as a great dis-incentive to the affected workers. It must be added that employees value their take-home pay and any attempt to rob them of their entitlements might result in negative and unproductive consequences. In addition, slashing of workers income under any other guise like taxation etcetera, is counter-productive and should be discouraged. It must be emphasized that one of the major reasons that people work is to better their life style in form of enhanced standard of living. If people are working and there is nothing to show as an evidence in form of enhanced living standard, they tend to become discouraged, frustrated and unhappy. It is imperative for management of all organisations including the libraries used for the research to accord the welfare of the workers a high priority. No sacrifice should be too big to pay in order to ensure that workers enjoy high job morale which would culminate eventually into enhanced



productivity. The needs of the workers, the workers environment, what could satisfy the workers most at a particular time amongst others should be studied, identified and provided with the ultimate aim of enhancing their productivity.

Conclusion

It is apt to conclude from the findings of this research that, job motivation had high positive influence on the productivity of staff in academic libraries in Niger State. Moreover, among other motivational items listed like promotion, staff training, recognition etcetera, salary (money) had the greatest influence on the productivity of the staff of the academic libraries in Niger State. Similarly, undue slashing of workers financial allowances under any guise was identified as the greatest threat to effective and efficient job motivation among staff of academic libraries in Niger State.

Recommendations

The following recommendations are made in line with the findings of the research.

1. Authorities of the various academic institutions in conjunction with the library management should do everything humanly possible to motivate their employees. It is only when the staff are properly motivated that they would be able to put their best into the library services in form of maximum productivity.
2. Authorities of the affected academic institutions should do everything possible to ensure that the staff of the various libraries under their domain receive enhanced salary package that are at par with what are obtainable in similar organisations. This is one of the surest means of retaining the best talents in the libraries.
3. Slashing of salaries and allowances under whatever guise should be discontinued immediately because of its anti-productive tendencies.



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