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STAFF MOTIVATION AS A CORRELATE OF JOB PERFORMANCE IN SELECTED UNIVERSITY LIBRARIES IN BENUE STATE, NIGERIA

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Abstract
This study investigates staff motivation as a correlate for job performance in selected university libraries in Benue State, Nigeria. The study adopted correlational survey design, which enabled the collection of quantitative data to establish statistical relationships between HRM variables and staff performance. The population of the study comprised 224 library staff across three universities: one federal, state, and private university. A sample of 143 respondents was selected through random sampling using the Yaro Yamane formula. Data were collected with a structured questionnaire (HRMJPQ) validated by experts and tested for reliability, yielding a Cronbach's alpha coefficient of 0.869. Pearson Product Moment Correlation (PPMC), and Analysis of Variance (ANOVA) at 0.05 significance level were used for data analysis. Findings revealed that capacity-building programmes exhibited a high positive correlation (r = 0.712), and staff motivation demonstrated a strong positive correlation (r = 0.731). The study concluded that, continuous capacity building and enhanced staff motivation significantly improves library personnel performance. Recommendations included strengthening investing in continuous professional development, enhancing motivational strategies in university libraries.
Keywords: Staff Motivation, Capacity Building, Job Performance

Introduction

In today's rapidly changing world of work, the general perspective of jobs has been reshaped by globalization, technological innovation, and evolving labour markets. The concept of job has been part of man's existence and has become a means by which individual needs are met. It is not only about employment but any activity that produces something with full value for the society. It encompasses not only employment but any activity that produces something of value for society. Van Hooft, Kammeyer-Mueller, Wanberg, Kanfer, & Başbuğ (2020) describe jobs as structured employment opportunities that individuals pursue through job search processes, highlighting the role of jobs as both formal positions and goals within motivational frameworks. Globally, the primary objectives of establishing university libraries are to support research, teaching, and learning for lecturers, students, and other researchers. The effective delivery of these library services relies heavily on the contributions of human resources. The importance of professional, para-professional, and supporting staff cannot be overstated, as they are the

activators of library functions and services. Consequently, library staff represent one of the greatest assets in achieving the library's goals. However, the realization of these goals and objectives depends significantly on the level of job performance of the staff. To ensure workers perform their duties effectively, staff motivation must be given proper attention (Yaya, 2017).

Job performance can be enhanced by various factors, such as the work environment, staff training, regular payment of salaries and wages, organizational politics, and job satisfaction. Job performance is of great importance to both library staff and library management. For library staff, strong job performance can lead to job satisfaction, career advancement, and increased job security. Additionally, effective job performance can help build a positive reputation for the library, which can attract new patrons and retain existing ones. High job performance can result in increased productivity, improved customer satisfaction, and a positive image for the library. Conversely, poor job performance can lead to decreased productivity, low morale among staff, and a negative image for the library. Therefore, it is crucial for library management to encourage and support strong job performance by providing capacity-building programmes, performance feedback, and recognition for work well done. To further support effective job performance, the quality and quantity of staff available in university libraries significantly influence the achievement of institutional objectives.

Building on the importance of staff development, this study focuses on the university libraries in Benue State, namely: Rev. Fr. Moses Orshio Adasu University Library and Information Service, Francis Sulemanu Idachaba Library at Joseph Sarwuan Tarka University, and Chief Ason Bur Learning Resources Center at the University of Mkar, Mkar. Aboyade and Aboyade (2016) noted that it is insufficient to have facilities, resources, materials, infrastructure, and equipment without competent staff to make the library accessible, functional, and beneficial in supporting teaching, learning, research, and community service. Therefore, library staff must acquire the skills necessary to perform effectively in large and increasingly competitive organizations.

Given the critical role of motivation and skill development, library staff motivation and capacity-building programmes are prerequisites for achieving job satisfaction, which in turn influences performance. It is on this basis that this study investigates staff motivation and capacity-building programmes as correlates of staff job performance in selected university libraries in Benue State.

Statement of the Problem

Staff motivation and capacity building programmes are needful effectiveness of libraries like in other organizations. However, there are problems and difficulties in putting these practices in place. Despite all the efforts to enhance the job performance in organisations including in university libraries, it is observed that job performance in university libraries still seem to be poor. This seeming poor job performance of university library staff manifests in the attitude of indiscipline among the staff such as: lateness to work, closing before time, absenteeism without permission, insubordination, inadequate service delivery, neglecting duties, lack of commitment and resistance to change.

In recent years, it has been observed by the researcher that there is decline in the job performance of library staff in university libraries. This state of affairs continues to affect job performance and it is a source of worry for relevant stakeholders. Despite the significance of staff motivation and capacity building programme and its pivotal influence on job performance, there has been limited investigation into evaluating relationship between staff motivation and capacity building programmes within the context of a library. In Nigeria, little literature has been found on staff motivation and capacity building programmes and its impact on the performance of library personnel. Investigating the relationship between these in university libraries presents a gap in

which this study has filled.

Objectives of the Study

The general purpose of the study was to investigate staff motivation as a correlate of staff job performance in selected university libraries in Benue State. The study was guided by the following objectives

1. determine the extent to which staff motivation correlates with job performance of library staff in the selected university libraries
2. evaluate how human resources capacity building programmes correlates library personnel performance in the selected university libraries in Benue State.

Research Questions

1. what is the extent to which staff motivation correlate with the job performance of library staff in the selected university libraries?
2. how capacity building programmes available for library personnel in the selected university libraries correlates with job performance?

Hypotheses

HO_1. There is no significant relationship between staff motivation and job performance of library staff in the selected University Libraries in Benue State.

HO_2. There is no significant relationship between capacity building programmes and library personnel job performance in the selected university libraries in Benue state.

Review of Related Literature

The literature review investigates the vital roles of staff motivation and capacity building in improving the performance of university library personnel. It examines how motivational strategies, including incentives, supportive work environments, and professional development, enhance librarians' productivity, engagement, and job satisfaction. The review also emphasizes capacity building through training and development programs, which equip librarians with skills to adapt to technological advancements and user needs. Incorporating global and regional perspectives, it synthesizes findings on the relationship between motivation, professional development, and effective library service delivery, while noting challenges such as inadequate reward systems and financial constraints.

Staff Motivation

Motivation is a critical process that drives, directs, and sustains behaviours, influencing the nature, strength, and persistence of an individual's actions through internal and external factors that stimulate desire and commitment to job roles (Rani & Lenka, 2012; Onyeukwu & Ekere, 2018). In university libraries, motivation is essential for enhancing the performance of library personnel, with incentives such as fixed payments, job rotation, promotions, training, and education identified as primary methods to inspire para-professional staff (Usman et al., 2018). Regular pay, job security, and positive co-worker interactions significantly contribute to motivation, though disparities in rewards between professional and non-professional staff can create challenges (Tella & Ibinaiye, 2020). Additionally, a supportive work environment with adequate resources like computers and internet access is crucial for effective functioning, while inadequate reward systems and funding for career development remain significant barriers to motivation and job performance in Nigerian university libraries (Agada & Tofi, 2020; Ayodeji et al., 2022).

The interplay between motivation, job satisfaction, and performance is evident, with motivated librarians demonstrating higher productivity and engagement, which are vital for achieving institutional goals in academic libraries (Tella & Ibinaiye, 2020). Staff training is a key tactic to boost motivation, fostering productivity, innovation, and employee engagement while improving work discipline and accountability (Tumba & Temboge, 2018).

Capacity Building Programmes

Training and development are critical components of capacity building, aimed at enhancing the knowledge and skills of librarians to improve job performance. Training focuses on job-specific knowledge, while development promotes overall employee growth (Ramadevi, 2018). Central to capacity building, training fosters mastery of technology and work processes, with conferences whether in-person or online further enhancing intellectual capacity and networking opportunities (Musangi, 2019). Globally, universities have advanced capacity-building efforts, with American institutions leveraging information technologies for reliable information delivery (Dali, 2020), German libraries aligning skills with dynamic user needs (Nagpal & Radhakrishnan, 2022), and African initiatives like NEPAD fostering knowledge-based economies through shared resources and new technologies (Nesta, 2019). In East Africa, Tanzanian libraries are adapting to technological trends by employing highly trained librarians who pursue ongoing career development to meet evolving user demands (Mwinyimbegu, 2019).

Professional development is essential for librarians to maintain high-level job performance through continuous learning and skill acquisition. In South Asia, the National Library of Maldives has made strides in equipping librarians with technology-focused training to enhance familiarity with learning technologies (Jayasuriya et al., 2022). However, challenges such as insufficient support and financial constraints in Africa can hinder participation in professional training programs (Edewor, 2020). Professional development encompasses formal education, certifications, workshops, conferences, and in-service training, all aimed at keeping librarians updated on current trends and advancing their careers (Ukwoma & Akanwa, 2018). In Nigeria, certification by the Librarians' Registration Council of Nigeria (LRCN) ensures librarians are qualified to deliver effective library services (Akpakwu, 2012). Library management supports this through staff orientation and ongoing training to align skills with institutional goals, ensuring competent personnel to meet both present and future needs (Akanwa cited in Bede-Samuel, 2022).

Research Methodology

Correlational survey design was used to investigate library staff in three higher institutions in Benue State, with a population of 224 library staff. A sample size of 143 was selected using a random sampling technique to ensure equal representation. Data were collected using a structured questionnaire developed by the researcher, validated by three experts, two from the Department of Library and Information Science and one from the Department of Economics at Rev. Fr. Moses Orshio Adasu University, Makurdi. Collected data was analysed using the Pearson Product Moment Correlation (PPMC) to assess the strength and direction of relationships between continuous variables and Analysis of Variance (ANOVA) to compare group means, both conducted at a 0.05 significance level. The decision rule stipulated that a p-value less than 0.05 would lead to the rejection of the null hypothesis in favour of the alternative hypothesis, ensuring robust statistical evaluation of the study's variables.

Results

Research Question one: What is the extent to which staff motivation correlates with the job performance of library staff in the selected university libraries?

Table 1: Relationship between Staff Motivation and Job Performance

Variable	N	Mean	SD	R	Remark
Staff Motivation	143	3.00	0.13		
Staff Job Performance	143	3.07	0.11	0.731	High Positive Relationship

Source: Field Survey, 2025

Table 1 shows that the mean score for staff motivation is 3.00, with a standard deviation of 0.13. For job performance, the mean score is 3.07, with a standard deviation of 0.11. The computed Pearson correlation coefficient (r = 0.731) indicates a high positive relationship between staff motivation and the job performance of library personnel in the selected university libraries. This means that as staff motivation improves through timely salary payments, allowances and benefits, access to modern equipment, performance evaluations, and supportive leadership, library staff demonstrate better performance in their assigned duties. The strong correlation suggests that when staff feel valued, rewarded, and supported, they are more likely to work diligently and achieve higher levels of productivity. The mean scores and standard deviations, along with the strong correlation coefficient, underline the pivotal role of motivation in shaping staff attitudes and outcomes, establishing a clear and significant link between how motivated library staff feel and how well they perform their jobs.

Research Question Two: How do capacity-building programmes available for library personnel in the selected university libraries correlate with job performance?

Table 2: Relationship between Capacity Building Programmes and Job Performance

Variable	N	Mean	SD	r	Remark
Capacity Building Programmes	143	3.05	0.10		
Staff Job Performance	143	3.08	0.09	0.712	High Positive Relationship

Source: Field Survey, 2025

Table 2 shows that the mean score for capacity building programmes is 3.05, with a standard deviation of 0.10. For job performance, the mean score is 3.08, with a standard deviation of 0.09. The computed Pearson correlation coefficient (r = 0.712) indicates a high positive relationship between capacity building programmes and staff job performance in the selected university libraries. This means that as capacity building opportunities such as induction courses, in-service training, conferences, workshops, and mentoring increase and improve, library staff are more likely to perform their duties effectively. Staff who regularly participate in these programmes gain new skills, stay current with relevant issues, and feel more motivated, which directly boosts their job performance. The mean scores and standard deviations, together with the strong correlation coefficient, highlight the essential role of capacity building in enhancing how library staff carry out

their responsibilities, establishing a clear and significant positive association between these two variables.

Hypotheses

Hypothesis One: There is no significant relationship between staff motivation and job performance of library staff in the selected University Libraries in Benue State.

Table 3: Pearson Product-Moment Correlation on the Relationship between Staff Motivation and Job Performance of Library Staff in the Selected University Libraries

Variable	N	R	Df	p-value	Remark
Staff Motivation	143	0.731	141	0.000	Significant
Job Performance	143				

Source: Field Survey, 2025

Table 3 displays the result of the Pearson Product-Moment Correlation conducted to determine the relationship between staff motivation and job performance in the selected university libraries in Benue State. The computed correlation coefficient r = 0.731 indicates a high positive relationship between the two variables. This suggests that as motivational factors improve, including prompt salary payments, allowances and benefits, access to modern work equipment, regular performance evaluations, and supportive leadership styles, the job performance of library staff increases substantially. The degrees of freedom (df = 141) and a p-value of 0.000, which is well below the standard significance level of $\alpha = 0.05$, indicate that the result is statistically significant. Since $p < 0.05$, the observed correlation is not likely due to random variation but reflects a real and meaningful association between staff motivation and job performance. Consequently, the null hypothesis (HO_1) is rejected, establishing that a statistically significant relationship exists between staff motivation and job performance in the selected university libraries. This result strongly affirms that enhancing staff motivation mechanisms directly contributes to better performance outcomes among library personnel in Benue State's university libraries.

Hypothesis Two: There is no significant relationship between capacity-building programmes and library personnel's job performance in the selected university libraries in Benue State.

Table 4: Pearson Product-Moment Correlation on the Relationship between Capacity Building Programmes and Library Personnel Job Performance

Variable	N	r	Df	p-value	Remark
Capacity Building Programmes	143	0.712	141	0.000	Significant
Library Personnel Job Performance	143				

Source: Field Survey, 2025

Table 4 shows the Pearson Product-Moment Correlation result examining the link between capacity building programmes and job performance among library staff in selected university libraries in Benue State. The correlation coefficient r = 0.712 indicates a strong positive relationship between the two variables. This means that as participation in capacity building activities increases, including induction courses, in-service training, workshops, conferences, and

mentoring, the job performance of library staff also improves significantly. With degrees of freedom (df) = 141 and a p-value of 0.000, which is well below the usual significance level of $\alpha = 0.05$, the relationship observed is statistically significant. Since $p < 0.05$, the result is unlikely to be due to chance, providing strong evidence of a genuine and meaningful association. Therefore, the null hypothesis (HO_2) is rejected, confirming that a statistically significant relationship exists between capacity building programmes and the job performance of library personnel. This finding underscores the vital role of ongoing professional development in improving productivity and effectiveness in university libraries across Benue State.

Discussion of Findings

Based on the analysis of the research questions and the testing of hypotheses, the findings are hereby organized and discussed for easy comprehension.

Findings from research question one indicates a high positive relationship between staff motivation and the job performance of library personnel in the selected university libraries, with a computed Pearson correlation coefficient ($r = 0.731$). The strong correlation suggests that when staff feel valued, rewarded, and supported, they are more likely to work diligently and achieve higher levels of productivity. Also, research hypotheses one revealed with correlation coefficient $r = 0.731$ indicates a high positive relationship between the two variables. This is based on the fact the that, the null hypotheses which states that, there is no significant relationship between staff motivation and job performance of library staff in the selected University Libraries in Benue State is rejected as the p-value of 0.000 is well below the standard significance level of $\alpha = 0$. This means that as staff motivation improves through timely salary payments, allowances and benefits, access to modern equipment, performance evaluations, and supportive leadership library staff demonstrate better performance in their assigned duties. The finding aligns with the results of Abdul, Yahaya and Olusanya (2022), who examined motivation and job satisfaction as correlates of job performance among library staff at Landmark University, Omu-Aran, Kwara State. Their study revealed that the level of job performance was high, and that appreciation, promotion, and financial incentives were major motivational factors influencing performance. Other factors such as salary structure, job security, relationships with co-workers, institutional policies, and the nature of the work itself also significantly influenced job satisfaction and performance.

Findings from research question two indicate a high positive relationship between capacity-building programmes and staff job performance in the selected university libraries, with a computed Pearson correlation coefficient ($r = 0.712$). Also, Hypothesis two revealed that there is a relationship between capacity building programmes and staff job performance with correlation coefficient $r = 0.712$ that indicates a strong positive relationship between the two variables. This is based on p-value of 0.000, which is well below the usual significance level of $\alpha = 0.05$, the relationship observed is statistically significant. Since $p < 0.05$, the result is unlikely to be due to chance, providing strong evidence of a genuine and meaningful association. The null hypotheses (HO_2) which states that, there is no significant relationship between capacity-building programmes and library personnel's job performance in the selected university libraries in Benue State is rejected. Therefore, confirming that a statistically significant relationship exists between capacity building programmes and the job performance of library personnel. This finding underscores the vital role of ongoing professional development in improving productivity and effectiveness in university libraries across Benue State. This means that as participation in capacity building activities increases, including induction courses, in-service training, workshops, conferences, and mentoring, the job performance of library staff also improves significantly.

This suggests that as capacity-building opportunities such as induction courses, in-service training, conferences, workshops, and mentoring increase and improve, library staff are more

likely to perform their duties effectively. Staff who regularly participate in these programmes gain new skills, stay current with relevant issues, and feel more motivated, all of which directly boost job performance. This agrees with the findings of Reuben, Shalmami and Ndana'acha (2023), who examined capacity-building programmes for library personnel in academic libraries in Adamawa State, Nigeria. Their study revealed that such initiatives positively impact professional competencies and job performance among library staff.

Conclusion

The study investigated staff motivation and capacity building programmes as a correlate of staff job performance in selected university libraries in Benue State, Nigeria. Findings revealed a high positive relationship between staff motivation and job performance. This implies that when library personnel feel valued, rewarded, and supported, they are more likely to work diligently and achieve higher productivity levels. Also, a strong positive relationship was also established between capacity-building programmes and staff job performance. Capacity-building opportunities such as induction courses, in-service training, conferences, workshops, and mentoring enhance the effectiveness of library personnel. The study also underscores the critical role of effective strong staff motivation and robust capacity-building programmes in enhancing staff job performance in university libraries as it significantly contributes to improved job performance.

Recommendations

Based on the findings of the study, the following recommendations were made:

i. Library administrators should adopt motivation strategies such as recognition, fair remuneration, promotion opportunities, and supportive leadership. Motivated staff are more likely to be productive and committed.
ii. Management should prioritize ongoing staff development through regular in-service training, workshops, conferences, and mentoring. These programmes help staff stay current, improve competencies, and boost morale.

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