

## Original Paper

# Assessment of Motivation Factors on Librarians' Job Performance in Federal University Otuoke and Lagos State University Libraries of Nigeria

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### **Abstract**

*This study was conducted to determine the relationship that exists between motivational factors (remuneration, work environment, promotion and training) on librarian's job performance in federal university otuoke and Lagos state university libraries. To achieve the objective, research question with corresponding hypothesis was formulated to give direction to the study. The correlation research design was used for the study. The population of the study consisted of 18 librarians drawn from federal university otuoke and 18 librarians from Lagos state university libraries. 36 librarians used for the study, and no sample size due to the small population. Data was collected using researcher's developed instruments titled 'Motivational Factors and Librarian's Job Performance Questionnaire' (MFLSJPQ). The instrument was found reliable with a reliability coefficient of .714 using Multiple Regression Coefficients. Data collected were analyzed using Pearson Product Moment Correlation Coefficient to answer the research question while Multiple Regression Coefficient was used to test the hypothesis at 0.05 level of significance. The findings from the data analysis showed that the motivational factors being (remuneration, work environment, promotion and training) have significant influence on librarians' job performances in federal university otuoke and Lagos state university libraries. Upon the findings, it was concluded that remuneration, work environment, promotion and training determine the relationship that exists between motivational factors and Librarian's Job Performance in federal university otuoke and Lagos state university libraries. Consequently, it is recommended that Governments and parent institutions should provide good salary packages and additional incentives in order to motivate librarians to be committed and dedicated to their required duties. Also, government*

*should provide librarians with adequate remuneration, conducive work environment and regular promotions as well as in-service-training, they will be committed and dedicated to their duties effectively and efficiently, and this would elicit higher productivity from them.*

### **Keywords**

*assessment, remuneration, work environment, promotion, training, librarians', job performance, federal university, Otuoke, Lagos state*

## **1. Introduction**

University environment is regarded as the higher institution of learning and known as a place where people go to acquire learning, teaching and research activities. Universities are established for research, learning, teaching and public service. To achieve these aims, universities established library to support research, teaching and learning to support the existing parent institution where university was established. University library is indispensable in the actualization of all aims of university establishment, as none of them can effectively and efficiently take place in the absence of a functional library. This indicates that library is a heartbeat to the academic activities of universities.

The word motivation has been derived from the Latin word “movere” which means “to move.” Motivation is defined as the process that initiates, guides, and maintains goal-oriented behaviors. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. It involves the biological, emotional, social, and cognitive forces that activate behavior. In everyday usage, the term **motivation** is frequently used to describe why a person does something. Ouchi (1987) has explained the importance of motivation as related to productivity. He explores the reasons why Japan's national productivity is soaring. He went further to say that the secret of the Japan success is the great concern Japanese manager's show for the well-being and development of workers. The fact that motivation is the most important factor for productivity and quality is not a new discovery. It has been pointed out for the first time by the studies conducted by Elton Mayo around 1930. Since then there have been several studies that confirmed the same results in several industries including the software development one (Ouchi, 1987).

If employees feel that their inputs such as efforts, commitment, loyalty, trust, and enthusiasm to the organization are fairly and adequately rewarded by outputs such as financial and non-financial benefits or incentives, they remain motivated and continue to provide inputs towards higher productivity. Employees get de-motivated due to the perceived absence of such equity. (Ahmad, Mukaddes, Rashd, & Samad, 2010)

To motivate people it is essential to appreciate how motivation works. This means understanding motivation theory and how the theory can be put into practice. Motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. The term “motivation” can refer variously to the goals individuals have, the ways in which individuals choose their goals and the ways in which others try to change their behavior.

Job performance can be defined as working effectiveness by an employee in carrying out an assigned task. Gome-Mejia *et al.* (2007) asserted that job performance is the quality and quantity of work performed as well as the interpersonal effectiveness. Similarly, Fletcher (2014) opined that job performance is the overall task execution carried out by employees. This study however takes a look at the relationship that exists between motivational factors and job performance of librarians federal university otuoke and Lagos state university libraries.

The remuneration attached to a job is an important determinant factor of performance. This simply is the wage or salary received by an employee in commensuration with the work done. This assertion goes back to 1911 when Fredrick Taylor in his scientific management revealed that, money is the most important factor in motivating employees to greater performance and productivity. The importance of remuneration as a determinant factor of work performance is revealed in physiological needs of Abraham Maslow's Hierarchy of Needs, which states that, money is needed in the provision of the basic needs of man such as; food, shelter and clothing, and as such, the perception of the public librarians towards remuneration may motivates their work efficiency and performance. Thus, Abraham Maslow's Hierarchy of Needs is being affirmed by Sinclair *et al.* (2005) confirming that, money has the power to attract, retain and motivate individuals towards higher performance.

The environment in which a job is performed is another important factor that also determines the level of employees' performance. Environments influence the physical, psychological and social attributes of employees and this in turn affects their output. The influential factors include; environmental pollution (e.g., noise, polluted air, heat), fundamentals nature of the jobs (e.g., workload, task, complexities). These non-conducive environments may have influence on job performances of library staff. Environments may encourage library staff to be punctual, dedicated to duties and exercise their utmost performance, thus, environment provides the motivation to sustain them throughout their working hours.

The desire to be promoted and to earn enhanced salaries may also motivate employees. This may has influence on job performance. Oyegunle (2013) defined promotion as a strategy that can be used to motivate library staff for greater performance. The author further stated that library staff should not be allowed to remain in a particular position for a long time, that deserving ones should be advanced to greater positions as at when due. Nwachukwu (1998) affirms his definition, by asserting that, promotion is the advancement of a library staff in terms of higher pay, increment of responsibilities, greater skills, advancement in status and prestige.

Training is another motivational element of enhancing the performance of librarians. It is an integral part of career development and it is fast becoming a global and prevalent phenomenon in any establishment. It is declared that the absence of staff training spells doom for any institution while its alignment determines the success of any institution, because the present dispensation is constantly in transition as a result of information and communication technology. Training is a systematic and organized procedure through which employees acquired technical knowledge or skill in performing a

task. The library environment is constantly in transition and it is only through training that the librarians can be up-to-date with the pace of development and transition. The library organization must have good training programme. This will give librarians or information professional's opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. Staff development could be in form of full sponsorship for higher degree programme and offered sponsorship at major conferences and workshops (Lawal, 2010). Eze (2012) also affirmed that, staff training programme is a necessity for public librarians if they are to be relevant in the 21<sup>st</sup> Century ICT driven environment, which has continually changed the face of information service provision and delivery.

## **2. Statement of the Problem**

The indispensability of academic libraries lies on their management obligation to provide and make available information to all categories of users (staff and students) freely and with ease of access. The need for public libraries are premised on the importance of increased access to timely, accurate, relevant, reliable and current information which are considered to be a significant factor in the physiological, psychological, social development, technological and intellectual development of the people. Librarians in academic libraries are assigned with obligatory concern of ensuring that the objectives of the library are met as they constitute the key resource to the justification of the existence of the library as information providers.

Despite the importance of academic libraries and librarians to creating access to relevant information resources, there has been outcry on the poor work performance of librarians in academic libraries. Several studies by Urhefe (2015) and Oyegunle (2013) have shown that librarians in academic libraries in absence of the required motivational factors will performs poorly in exercising of their tasks and this affects academic library users. The question is: what causes the poor work performance by librarians in academic libraries? Is there no motivational strategies being put in places to spur them to better work performance? Could it be that remuneration, work environment, promotion and training provided is not adequate enough to ensure effective and efficient job performance?

It is based on this background that this study is carried out to determine the relationship that exist between motivational factors and librarian's job performance in academic libraries in federal university otuoke and Lagos state university laying emphases on remuneration, work environment, promotion and training.

## **3. Objective of the Study**

Examine the joint relationship between remuneration, work environment, promotion, training and librarian's job performance in federal university otuoke and Lagos state university libraries.

### *3.1 Research Question*

What is the joint relationship between remuneration, work environment, promotion, training and

librarian's job performance in federal university otuoke and Lagos state university libraries?

### *3.2 Research Hypothesis*

There is no significant joint relationship between remuneration, work environment, promotion, training and librarian's on job performance in federal university otuoke and Lagos state university libraries.

### *3.3 Scope of the Study*

This study covered librarians in federal university otuoke and Lagos state university libraries. The population of the study covered both academic and para-professional librarians. The study also covered remuneration, work environment, promotion and training being given to the librarians.

The focus of the study was to determine how remuneration, work environment, promotion and training relate to librarians' job performance in federal university otuoke and Lagos state university libraries.

## **4. Literature Review**

### *4.1 Concepts of Job Performance*

Job performance is the discharge of statutory duties or functions based on workers' field of specialization. Job performance is a commonly used concept in industrial and organizational psychology. It refers to how people perform their job. Job performance according to Johari and Yahya (2009) has become one of the significant indicators in managing library performance. The authors 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 library effectiveness. Fletcher (2014) viewed job performance as the overall task execution carried out by employees. The author further stressed that proper assessment of work performance must include; acquiring, assigning, processing and analysing human resource expertise as well as managerial personnel to carry out responsibility due to their knowledge of total production and work flow. Job performance as defined by James (2011) in respect to library management is the act of carrying a command, duty or purpose; and equally an observable and measurable behavior of a librarian in a particular situation.

The most commonly used conceptual approach to job performance is the definition which sees performance as behavior. He further stressed that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions and it is under the control of individual regardless of whether the performance interest is mental or behavioural. The author further stated that job performance is a multi-dimensional construct requiring different kinds of behaviours, which based on model of performance, developed through analytical factor that attempts to capture dimensions of job performance existent across all jobs.

### *4.2 Remuneration and Job Performance of Librarians*

Remuneration is defined as the reward for employment in the form of pay, salary, wage, including allowances, benefits (such as car, medical plan, pension plan, etc.), bonuses, cash incentives, and monetary value of the noncash incentives (Business Dictionary, 2017). This definition is in line with the statement of Murray (2017) that remuneration also has a broader meaning as base salary or pay plus

bonuses, commissions, and other payments or benefits paid to an employee under employment terms. Cascio (2003) opined that because of the importance that compensation holds for people's lifestyle and self-esteem, librarians are very concerned about what they are paid—a fair and competitive wage, while libraries management are also concerned about what they pay because it motivates important decisions of employees about taking a job, leaving a job and on the job performance.

Sinclair *et al.* (2005) averred that, money has the power to attract, retain and motivate individual to greater performance. Similarly, Essien (2002) asserted that a good and adequate remuneration is needed to attract sufficient and suitable employees, retain employees who are satisfactory and also to reward employees for effort, loyalty, experience and achievement. Also, Igbokwe (2011) asserted that money satisfies despite the fact that people have a sentimental attachment to it as money can be seen as a symbol of achievement, success and status and above all, with money gotten from work performed, employees are able to maintain their families or to meet their physiological needs. Money has been recognized as an all-round motivational strategy having been recognized by Fredrick Taylor and his scientific management in 1909 that identified money as the most important factor in motivating library staff to achieve greater productivity. Nwachukwu (1998) affirmed that researches and studies have proved that money and payments are important to employees relative to other motivators as earning a lot of money is an advantage for pushing toward motivation. As further stated by the author, when employees are satisfied financially, they are motivated at work and they work hard.

Sule *et al.* (2015) in their study on Wages and Salaries, sees them as motivational tool for enhancing library performance in Nigeria. Their research revealed that, financial aspects like payments, allowances, salaries and bonuses increases and affect employee's productivity positively. The authors further concluded that financial aspects and payments have the largest effect on employee's productivity. Also Igbokwe (2011) in his study on job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria, revealed that remuneration constitute an important determinant of job performance. This is equally supported by Lamptey *et al.* (2013) in their research study on Motivation and Performance of Library staff in Public Universities in Ghana, revealed that good remuneration increases the commitment and dedication of staff to work which in turn translates into job performance. Anthony (2012) and Ntui *et al.* (2014) in their separate studies on motivation and performance also proved that there is a positive strong relationship between remuneration and job performance of employees as low monthly salaries reduce morals for high performance.

#### *4.3 Work Environment and Job Performance of Librarians*

Work environment is described as anything that exists around the employee and that can affect individual's duties performance. According to Al-Omari and Okasheh (2017), working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. Also, Mayowa *et al.* (2016) opined that, work environment comprises the totality of forces, actions and other factors that can affect employee's activities and performance as it constitutes the sum of the interrelationship that exists within the employees and between the employees and the environment in

which the employees work.

The work environment of any organization or institution according to Amusa (2013) generally comprises of three sub-environments which include: technical, human and organizational environments. Technical environment comprises tools, equipment, infrastructure and other technical elements, human environment comprises peers, and colleagues with whom employees relates, team and work group, interactions, leadership and management, while organizational environment on the other hand includes; systems, procedures, practices, values and philosophies. Work environment includes the physical, psychological and social aspects that make up the working condition. The authors further expatiated that some attributes of work environment include: workload, task complexity, apparent and open communication, the stability of work-life, impartiality and consistency. Hence, the entirety of these environments has an influence on the organizational commitment of librarians which in turn affects their job performance.

Work environment constitutes one of the most important factors that contribute to improving the commitment and dedication of employees to the achievement of library goals in today's contemporary world (Mayowa-Adebara *et al.*, 2016). As indicated by Nitisemito (2001) cited in Al-Omari and Okasheh (2017) some of the factors that influences the workplace include; cleanliness, water, lighting, colouring, security and music. Many work environment studies have shown that workers are satisfied with reference to specific work environment features. These features preferred by users significantly contribute to their workspace satisfaction and performance. Those features include ventilation rates, lighting, access to natural light and acoustic environment. A study by Badayai (2012), Akinyele, (2010) Chaddha *et al.* (2011) showed that job performance is dependent on the congeniality of the environment. The studies further agreed on five main factors of uncongenial working environment which include:

#### *4.4 Promotion and Job Performance of Librarians*

Promotion is defined as an upward movement in an organizational ladder. This movement to a place of greater responsibility makes employees to see themselves as effective contributor to organization's success and thus lead to their job satisfaction and performance (Dessler, 2008).

The desire to be promoted and earn enhanced pay may also motivate employees to work harder and thereby increases productivity. Promoting an employee to a new and more challenging job may intensify the drive to work harder in anticipation of the next promotion.

When management does not care to give promotion to capable and efficient workers, there is an increased feeling of frustration Noor and Masuma (2010) asserted that employees who are dissatisfied with the opportunity available for promotion shows a greater intention to leave the work. When employees perceive that there are golden chances for promotion, they feel satisfied in their respective offices in the library. Different organizations or institutions use promotion as a reward for high productivity of their staff which accelerates their efforts. It can be the only useful way of compensation where employee gives significant value to promotion, if not payments or wages increment is the best reward for more exertion.

The scope for promotion as provided by organization should be to deserving, qualifying and competent employees, as those who are satisfied with their opportunities for promotion have high levels of job performance and satisfaction than others who perceive no opportunities for promotion in their organization. The author further assert that promotion is a motivational factor that can be used to synchronize organizational goals with personal goals, as it represents a way through which employee can be rewarded for their contribution to the success of the organisation. A library, in which promotion is based on performance, will be more productive than those who promote on the basis of family relationships, internal policies or old school ties. The consideration that when an employee is promoted he can render greater services should be of primary importance to library management.

Promotion is one of the ultimate factors for librarian because it moves the employee forward in hierarchy of concern with additional responsibility, honor, increase in payment and allowances. Promotion stimulates self-development and creates interest in jobs. It equally provides incentives to initiate enterprise and ambition as well as minimize the level of discontentment and unrest among employees. The morale of staff can be dampened if the worker that is due for promotion is denied of being promoted. Furthermore, when workers are promoted at the appropriate time, not only will they be motivated, but will dissuade high level turn-over and absenteeism. Promotion will develop in staff a competitive spirit towards better performance, retain skilled and talented employees, attract suitable competent employees, utilize more effectively the knowledge of employees and reduces discontent and unrest.

#### *4.5 Training and Job Performance of Librarians*

Training is a systematic approach to staff development and continuing education that is usually in form of a programme of learning opportunities, which aimed at ensuring that workers continue to acquire and adapt their skills and knowledge to a changing environment in order to improve and sustain their work performance Ajidahun (2007). It is believed that well-trained librarian who knows the scope and expectations of their job will be able to add more knowledge to his/her expertise as he/she progresses. It is an integral part of vocational or career development, and it is fast becoming a global and pervasive phenomenon in any establishment poised for success and profitability. Training of library staff enhances productivity as it serves as a useful means of upgrading human intellect and skill for productive employment. It will equally provide a degree of security that the staff will remain employable.

Eze (2012) states that, the public libraries cannot do without adequate training of their workers to be dynamic enough to cope with the changing needs of the public who makes up the user population. This recognition is premised on the changing environment of the library occasioned by the impact of information technology on library resources and services. He also assert that, library staff must develop confidence and computer competencies acquired through training to make decisions about what patrons need to know as job performance and efficiency in service delivery, that this can only be ensured through adequate training of workers. Accordingly, Ajidahun (2007) clarified that training of librarians



can be done through the following ways:

By either on-the-job like job instructions or off-the-job like study leave, attending conferences, seminars etc. Also Ajidahun (2007) enumerated the three common training techniques about which researchers on management, personnel development and career development often emphasized upon and which are also considered relevant for the development of librarians. There are:

- (a) Study visits: Librarians with theoretical knowledge of library and information science may broaden and update their knowledge by understudying computer operations in order to equip them with information and automated library systems.
- (b) In-Service training: This is an in-house programme often organized for staff in many government and business enterprises. It is widely used for continuing education for teachers as well as librarians, bankers and industrial workers. Librarians can be introduced to an automated library system and to the varieties of software that can be used for the development and management of an automated library. The training will help staff to update their knowledge for professional competence.
- (c) Industrial attachments: Library and information science students can spend between six weeks and three month on industrial attachments in automated libraries and information system. The exposure will further prepare them to face challenges in the automated systems on which they may find themselves working.

Furthermore, Akhigbe and Igbokwe (cited in Eze, 2012), stressed that training for librarians should take the form of continuing education, industrial attachment, formal educational programmes leading to award of certificates, diploma and degrees; on-the-job learning from experienced colleagues, coaching and special project and off-the-job lectures, seminars, discussions and instructions of various types.

The development of staff for enhanced performance is not done indiscriminately; it is a planned programme that follows a systematic process. According to Ajidahun (cited in Eze, 2012) the goals and objectives of the training programme must first of all be defined to give focus and guidance to the entire programme. The following must be identified:

- a.) The strengths and weaknesses of staff,
- b.) The number of individuals who will benefit from such training,
- c.) The cost implication of the training programmes,
- d.) The duration of the training programme as well as the venue,
- e.) The acquisition of text and training materials, the preparation of teaching or instructional aides,
- f.) The selection and appointment of instructors and their remunerations,
- g.) The use of consultants and resource persons,
- h.) The trainees are released from their regular duties for the training programmes and
- i.) The evaluation of the efforts and performance of the training programmes with a view to detecting the need for improvement in certain areas of the programme.

The importance of training to the motivation of employees for improved performance was revealed by Oladunjoye (2002) in his study on motivating workers through training which implied that, training is a

major tool to motivate workers to perform their work optimally and to cope with the ever changing nature of work scheduled in the library. Also, Afful and Antwi (2001) in their study of factors affecting motivation and productivity among librarians in academic libraries in Ghana revealed that staff training was one of the key factors leading to employee motivation and high levels of productivity as it is an indispensable strategy for motivating workers. He asserted that, employees do not just need to be motivated but also need to possess the ability of acquiring necessary skills, training and development in order to enhance productivity. Hence, a highly motivated employee would still need to possess the core competencies for the job in order to deliver the required key performance areas of the job.

## 5. Methodology

This study adopted correlation research design, because it determines the extent or degree of the relationship that exist between two or more variables and a major variable under consideration. The degree of such relationship will be used in making future predictions. This design was considered suitable for this study as the study sought to determine the relationship that exists between motivational factors: remuneration, work environment, promotion and training as the independent variables and job performance as the dependent variable. The purpose is to make future prediction if the extent to which motivation is related to job performance has been determined by the study. The population of the study is 36. The total number of librarian used for the study in both federal university otuoke is 18, while the total number of librarian used for the study in Lagos state university library is also 18. There is sample size required due to the small population of 36 librarians used for the study. The sampling technique is considered appropriate for the study because it is simple to calculate and to interpret even when a small sample is being used. researcher-developed instrument titled: Motivational Factors and Librarian's Job Performance Questionnaire (MFLSJPQ) was used to collect data for the study. The research instrument was validated using content validation method. The validates were to check the instrument items in terms of their clarity and objectivity to measure the intended variable with reliability. Corrections and modifications were made in the questionnaire after validation and were duly incorporated. Copies of questionnaire were administered by the researcher. The Data collected were analyzed using Pearson Product Moment Correlation Coefficient and was used to answer the research question; while Multiple Regression Coefficient (R) was used to test hypothesis. The hypothesis was tested at 0.05 significant level.

## 6. Result and Discussion

### 6.1 Research Question

What is the joint relationship of remuneration, work environment, promotion and training (independent variables) librarian's job performance in federal university uotuoke and Lagos state university libraries? Multiple Regression Coefficient (R) was used in answering this research question.

**Table 1. Nature of Relationship of Remuneration, Work Environment, Promotion and Training on Librarian's Performance**

Variables	R	R <sup>2</sup>	Contribution
Independent variable Librarian's Job Performance	.714	.510	51.0%

Table 1 shows the R for the strength of the joint relationship on the librarian's job performance and R<sup>2</sup> for the determination of extent of prediction of Independent Variables and librarian's job performance. The R-value of .714 indicates a high relationship between the independent and dependent variables. The calculated R<sup>2</sup> of .510 which is the coefficient of determination indicates that 51.0% of variance in librarian's job performance is predicted or explained by all the independent variables combined.

### 6.2 Hypothesis

There is no significant joint relationship between remuneration, work environment, promotion, training and librarian's job performance in federal university otuoke and Lagos state university libraries. Multiple Linear Regression Analysis was adopted to test this hypothesis. The result of the analysis is as presented in Table 4.10.

**Table 2. Nature of Relationship of Remuneration, Work Environment, Promotion and Training on Librarian's Job Performance**

Variables	R	R <sup>2</sup>	Contribution
Independent variable Librarian's Job Performance	.714	.510	51.0%

\* Significant at .05 alpha level; R= .714, R<sup>2</sup>= .510.

The result in Table 4.10 revealed that the calculated R-value of .714 is greater than the R<sup>2</sup> of .510. With this result, the null hypothesis was rejected. This implies that there is significant joint relationship between remuneration, work environment, promotion, and training and librarian's job performance in federal university otuoke and Lagos state university libraries. The R<sup>2</sup> – value of .510 indicates that only 51.0 % variation in library staff job performance is explained or predicted by remuneration, work environment, promotion and training. This means that remuneration, work environment, promotion and training contribute only 51.0% to job performance of librarians. However, the R-value of .714 indicates the strength of the joint relationship between remuneration, work environment, promotion and training

and librarian's job performance. It shows that there is a high and positive joint relationship between these variables and librarian's job performance.

### **Joint Relationship between Remuneration, Work Environment, Promotion, Training and Librarian's Job Performance in federal university otuoke and Lagos state university libraries**

The result of the analysis of the joint relationship between remuneration, work environment, promotion, training and librarian's job performance in federal university otuoke and Lagos state university libraries revealed that there is joint relationship between remuneration, work environment, promotion, training and librarian's job performance in federal university otuoke and Lagos state university libraries. This finding could be attributed to the fact that once employees are adequately remunerated, made to work in conducive environment, promoted regularly and exposed to frequent training, they would be committed to their duty and this ultimately will translate to effective job performance. The findings supports Idiegbeyan and Idahosa, (2011), who identified that inner satisfaction on the job, careful placement on the job, payment of allowance and over-time, work compensation of staff and timely promotion are all the factors that motivate library staff to perform better and improve on their productivity. The findings further supports Yusuf (2015), who also discovered that main strategies used for motivating librarians were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training.

### **7. Conclusion**

Based on the findings of the study, it was concluded that there is an existence of relationship between motivational factors (remuneration, work environment, promotion and training) on job performance of librarians in federal university otuoke and Lagos state university.

### **8. Recommendations**

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

- i. Government and management of public libraries should provide a good salary package and other incentives so as to motivate librarians to be committed and dedicated to their required duties.
- ii. There should be improvement in the levels of facilities available in the libraries, personnel emoluments, open communication as wells as adequate funding from the government so as to ensure effective performance of librarians.
- iii. Government should ensure regular promotion of librarians with financial increment as at when due so as to spur them to be committed to their work.
- iv. Government and public library management should formulate a training policy for public librarians with a clear identification of each worker training needs.

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