

## Influence of Cataloguers' Motivation on their Job Performances in Public University Libraries in South East Nigeria

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**Abstract** - *The purpose of this paper is to examine the influence of cataloguers' motivation on their job performances in public university libraries in South East Nigeria. The study adopted both descriptive and correlational research design. This study was carried out in the South-East zone of Nigeria. It comprises Abia, Anambra, Ebonyi, Enugu and Imo States. This area was chosen for the study in view of the fact that the region is well acclaimed as having educational advantage in Nigeria. The population of this study is 157, comprises all the catalogue librarians (professionals and paraprofessionals). The study employed three instruments to elicit data from the respondents. The questionnaires entitled: "Cataloguers' Job Performance Questionnaire" (CJPQ) and "Cataloguers' Motivation Questionnaire (CMQ). The Cataloguers' Job Performance Questionnaire (CJPQ) was adopted from Williams and Anderson (1991), and Halim and Sefer (2013) Task Performance Scales. The Cataloguers' Motivation Questionnaire (CMQ) was adapted from Halim and Sefer (2013) motivation scale and modified by the researcher. Data obtained from the study were analyzed using descriptive and inferential statistics. Percentages, mean and bar chart were used to analyze data. The findings of the study among others reveals that cataloguers were more "efficient" in their job performance, followed by their "effectiveness" to their job performance, and then their "learning and improvement". It was agreed that the cataloguers felt well motivated, while the relationship between cataloguers' motivation and their job performance is moderate and positive.*

**Keywords:** Cataloguers' Motivation; Cataloguing Job Performances; Public University Libraries; Cataloguing and Classification; Cataloguing Efficiency and Effectiveness

### Introduction

The role of cataloguers is very critical to the development of library services through training and retraining of experts for cataloguing and bibliographic description which is very necessary in order to keep up with the latest developments in ICTs. A cataloguer arranges information materials that have certain common characteristics together. Introducing a good cataloguing is necessary in libraries as the process adopted can aid the library in providing better services to users. This is practicable most especially when the cataloguing and classification practices are strictly based on an established and widely used standard. Twari (2009) asserted that librarians will do well if they consider an established and widely used

standard for cataloguing and classification rather than design and develop their own. Twari added that it would be advisable to use only standard cataloguing rules which the users will find useful later in any library they find themselves. Cataloguers as professionals create access to information materials and render services to users in an effective and efficient manner. Doing this lot requires them to be motivated in order to attain maximum job efficiency.

Motivation is one of the most vital concepts in human resource management and development. Management Study Guide (2012) posited that motivation is the desire or drive that an individual has to get work done. It is a critical aspect in functioning of every organization. It is capable of bringing forth the inner force to accomplish designed tasks effectively and productively. This is the focus of human resource management which every manager or leader is keenly interested in an effective organization. Strong and effective motivation at the various levels, departments and sections of the library make cataloguers satisfied and committed to their jobs in academic and research libraries. Motivation can be intrinsic or extrinsic.

Intrinsic motivation is derived from within the job content which include recognition, work itself, responsibility, advancement and growth. Obajemu (2012) stated that examples of intrinsic motivation include acceptance, curiosity, honour, independence power and order. Intrinsic motivation causes cataloguers to respond to job challenges and work harder in order to prove their self-worth and integrity in the library. Additionally, cataloguers deliver their personal commitment and desire for personal accomplishment when intrinsically motivated. Extrinsic motivation is derived from outside the job content which include, company policy and administration, supervision, relationship with supervisor, working conditions, salary (money), relationship with peers, personal life, relationship with subordinates, status and security. Extrinsic motivation comes from outside the cataloguer and moves them to accomplish their tasks with a view to activating their rewards. Olorunsola and Bamijoko(2005) opined that extrinsic motivators such as good pay, retirement benefits, overtime allowances, good working conditions could spur or prompt library staff to give in or deliver their best toward higher productivity. It is the task of library managers to discover the potential in each cataloguer, what motivate him/her and apply the appropriate strategy to see if their job performance will be enhanced. Job performance refers to behaviours or actions exhibited by employees that are deemed crucial to the goals of an organization. Job performance has become increasingly significant in many organizations because the desire to achieve optimal level of productivity is central to managerial objectives.

As pointed out by Viswesvaran and Ones cited in Jayaweera (2015) job performance is the core construct of today's work place, and it is of important to all managers of industries and head of libraries. The issue of job performance is well recognized among library managers, and it is their desire to use any available means to attain a positive job performance among cataloguers. All of librarianship stems from the few uncomplicated job of the cataloguer in ensuring access to all relevant library materials to all users of the library (direct and indirect) and to make that access as speedy and efficient as possible. However, a cursory look at the some of the university libraries in the South-east universities by the researcher revealed that the information contained within the traditional library catalogue is not readily accessible to users. This trend could be linked to poor job performance of cataloguers in the area.

Poor job performance of cataloguers in this 21st century, according to Drisu (2009), is because of non-possession of needed information and communication technology skills and

competencies. Sung (2013) reiterated that cataloguers are not able to perform their duties because their competence is doubtful. On their other hand, Katamba and Abdulsalam (2014) found that while there was high level of job performance of library personnel, a moderate relationship existed between motivation and job performance; Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014) found that a significant and positive relationship existed between employee motivation and employee performance. In particular, it may be interesting to find out if the job performance of cataloguers is affected by factors such as motivation. Additionally, cataloguers are expected to exude motivation in the discharge of their statutory duties. However, the performance of cataloguers in university libraries leaves so much to be desired.

The researcher observed a low commitment of cataloguers in some university libraries in South-East Nigeria as characterized by poor performance of librarians in ensuring the accessibility of library information materials or their collections discoverable in the space where users are. Could it be that cataloguers are not motivated for the job or that they lack the requisite competencies for the job? There is need to search for possible factors that bring about poor job performance of cataloguers. It is for that reason that the researcher deemed it necessary to see if competence and motivation are factors.

### **Objectives of the Study**

The main objective of the study is to investigate cataloguers' motivation as correlates of their job performance in university libraries in South-East Nigeria. Specifically, the study seeks to:

- Ascertain the Nature of Job Performances of Cataloguers in University Libraries in South East Nigeria
- Ascertain Cataloguers' Motivation in University Libraries in South East Nigeria
- Determine the relationship between cataloguers' motivation and their job performance in university libraries in South-East Nigeria.
- Ascertain the significance of the relationship between cataloguers' motivation and job performance in university libraries in South-East Nigeria.

### **Review of Related Literature**

#### **Cataloguers' Motivation in University Libraries**

Motivation has been seen as an important factor to consider in getting the best from employees. Baro and Seimode (2014) pointed out that job satisfaction has always been treated in connection with motivation because of the similarities between them; hence the assumption that a properly motivated staff will get satisfaction in his job in the same way a librarian will be committed to his career when properly motivated. In other words, lack of motivation for cataloguers will affect the quality and quantity of services they render to the library. Adio and Popoola, (2010) noted that this has greatly affected their attitude and commitment to work.

Motivation, as discussed by Muhammad, Baffa, Garba (2018) goes a long way in helping staff members towards delivering professional development, and if absent, weakens and frustrates their minds; hence leading to poor service delivery. In the same vein, lack of financial reward and motivation may culminate in reducing librarian's effort in the services they render in cataloguing and classification. Motivational factors as considered by Madukoma, Bamidele, Unegbu (2016) include job status, promotion, ability to use initiative,

job security, working environment, salaries, and incentive/fringe benefits. They further stated that without motivation, it will be difficult for cataloguers to perform to expectation, hence it becomes important to look at their job motivation as it relates to their job performance.

As opined by Buchanan (2008), an individual's performance is generally determined by three factors, which are motivation – the desire to do the job; ability – the capability to do the job; and the work environment – the tools, materials and information needed to do the job. Hence, motivation as emphasized by Stoner (2010) is very important in the improvement of performance and output of employees in organizations. Stone further stressed that motivation is essential to organizational effectiveness and is a predictor for performance of employees. In his study of motivational strategies and job performance in organizations in Uganda, Kanyesigye (2012), found that poor reward and remuneration of staff negatively affect job performance while better remuneration of staff improves job performance. Hence he recommended increase in remuneration, organization support and timely feedback especially during the performance appraisal of the staff, provision for training, etc. as strategies to improve motivation of staff. For librarians, Omoluabi-Idiodi (2010) noted that staff members can be motivated through career advancements, acquisition of and contribution to knowledge, promotion, improvement of library practice and increased status or prestige.

### **Cataloguing Job Performances and Practices**

Since excellent job performance is the goal of any library; good job performance can also be seen as the expected outcomes required from an employee or cataloguer in an organization or library. Bello and Mansur (2012) stated that it is a continuous contribution of the employee in improving an organization. In other words, job performance dictates or predicts the productivity of an employee. In cataloguing aspect, job performance of cataloguer is measured according to Sonaike (2008), in terms of quality, quantity, timeliness, currency, accuracy, etc. of record created. Cataloguing and classification practices according to Oketunji (2009), and Jeremiah (2014) are described as all services that involve processing, arranging, describing and housing records in order to make them accessible and aid to bring together library resources of like terms in one place and separating the unlike terms. This is done to enhance easy access and quick retrieval of library resources. These services also include indexing, abstracting, selective dissemination of information, current awareness and proper shelving.

Despite the established importance of the use of cataloguing tools and resources to cataloguers' job performance, John-Okeke (nd) observed that cataloguers generally and law cataloguers in particular experience some challenges while using cataloguing tools and resources. Another aspect of job performance to consider is continuous professional development which has to do with series of activities an organization puts in place to assist its staff members acquire the skills and knowledge necessary for efficient and effective performance of jobs and responsibilities in the organization.

Nampeya (2009) discovered that cataloguing and classification practices in both federal and state university libraries involves a wide range of applications, techniques and new skills, knowledge background, enthusiasm, willingness and with the right attitudes expected of cataloguers to impact to future librarians. The cataloguing practices are expensive and require time, intellectual inputs and also wealth of financial resources. More so, it is quite unfortunate when all the resources spent are wasted when a library item is failed to be located

on the shelf or in the catalogue. An evaluation of an employee's job performance can contribute to overall job satisfaction. In Nigeria, cataloguers are evaluated annually according to their job performance and either recommended for promotion or perhaps for other rewards. Bello and Mansur (2012) in their observation stated that the skills considered to contribute and enhance job performance of the respondents were: ability to communicate effectively, ability to plan, organize, and supervise cataloguing activities in the library, ability to establish and maintain effective work relationship with colleagues and other library staff and ability to research into new techniques for cataloguing. From the result above, practically almost all the skills were of management enhancing factors. With over ninety percent of the respondents either agreed or strongly agreed with these views, it underscored the significance of managerial skill for the smooth running of cataloguing industry.

### **Relationship between Motivation and Job performance**

To what extent employees are motivated is very important to employers of labour. Therefore, the knowledge of motivation will be a key factor in determining the job performance of an employee. According to Inayatillah and Jehangier (2014) motivational level of everyone is different like perception and attitude of everyone is different. According to Ganta (2014): "[...] Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production number increase as a result. Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs."

Ganta (2014) attested that motivation results from the interaction of both conscious and unconscious factors such as the intensity of desire or need, incentive or reward value of the goal, and expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way. An example is a student that spends extra time studying for a test because he or she wants a better grade in the class. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Ganta further stated that most employees need motivation to feel good about their jobs and perform optimally.

Some employees are money motivated while others find recognition and rewards personally motivating. Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result (Ganta, 2014). In their study, Seniwoliba and Nchorbono (2013) cited Bowen and Redhakrishna when they opined that motivated employees are needed in our rapidly changing workplaces because motivated people help organization to survive and as well they are more productive. On the other hand, unmotivated employees are unproductive and as well force the organization to collapse. In this regard, managers need to understand what motivates employees within the context of the roles they play and, as well provide adequate motivation for their employees.

In his contribution, Adelabu (2005) viewed motivation level from teachers' perspective and stated that in Nigeria teacher's motivation is very poor and teachers are also dissatisfied with their working environment and salary conditions. The reason behind the poor motivation of teachers is that they have lower salaries as compared to other professionals, poor work environment, no decision making authority, and also not giving them opportunity to develop their career. In his research, Brain (2014) identified four factors that exist in every organization, and determine the levels of motivation of staff, whether positive or negative. These factors include: leadership style, the reward system, the organization climate and the structure of the work. Brain further said, each of these ingredients can be changed in a positive way, usually when a new leader replaces a leader whose management style has not been conducive to be bringing out the very best in each person. Brain concluded that the level at which employees are motivated determine the level of employees job performance. Concurring, Mullins (2005) reported that a major international study by Proud Foot Consulting revealed that, the most important reason for productivity loss was poor working morale. This includes absence of positive team spirit, low motivation, and poor sense of belonging, people feeling undervalued and poorly rewarded. It is in view of this that Mullins opined that different types of reward practice may more closely complement different generic strategies and are significantly related to higher levels of perceived organizational performance.

In the library, job performance level may vary among librarians and libraries. Some librarians may perform very poor or low while others may performance very high. In every organization, it is the determination of every manager to obtain and maintain a high job performance. The primary objective of any organization or institution is to obtain high level of productivity which can only be achieved if the overall job performance of the entire staff is enhanced. Studies have shown that variables such as job motivation and satisfaction are germane to improving the degree of job performance of staff in any organization which in turn determines the level of productivity. An organization or institution usually consists of group of people working together for the attainment of set objectives (Katamba and Abdulsalam, 2014). Job performance according to Johari and Yahya (2009) has become one of the significant indicators in managing organizational performance. Johari and Yahya said 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. In determining job performance, Shadare and Hammed (2009) proposed quantity and quality, speed and accuracy, creativity and innovation, risk taking and skills for future development as parameters to measure job performance in organizations.

Several authors have reported various degree of relationship between motivation and job performance. For example Curvin (2004) reported that, motivation is directly proportional to productivity. He added that, unless employees are highly disciplined they won't be productive if they are not motivated. Curvin (2004) further stated that, there are various types of motivation such as recognition, socialization, incentive motivation, etc, and each one changes individual behaviour in its own different way. Curvin explained further that, no one type of motivation works for everyone and that, people's personalities vary and so accordingly does the type of motivation, that is most effective at inspiring their conduct.

There are several factors that can affect employee performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees. Among the factors that affect employee performance, motivation that comes with rewards is of utmost importance

(Kuranchie-Mensah and Amponsah-Tawiah, 2016). Self-efficacy plays important roles in two types of motivation; cognitive motivation and motivation based on goals (Blackburn, 2007). Without a belief that a person can accomplish a desired task, a person's motivation to act will decrease (Bandura, 2000). Low efficacy decreases the effect of other factors that would normally motivate people (Blackburn, 2007).

In his investigation, Mullins (2005) observed that employees' aspirations and target do not always match with what their employer can provide. It has been suggested that proper motivation can significantly relate to the attitude of workers towards their jobs and hence affect the performance of such employees on the job. For employers who successfully motivate their staff, it often translates to less absenteeism and turnover, greater satisfaction and commitment and ultimately higher productivity or performance in the work place. Furthermore, Zakaria, Noordin, Hussin, Sawal and Zakaria cited in Imran, Arif, Cheema and Azeem (2014) observed a complex relation between reward (motivation) practice and employee's job performance i.e. not only the monetary rewards but employer's appraisal rewards are also needed for better employee job performance. Concurring, Guest and Conway (2005) attested that managers who fail to motivate and improve the performance of people whom they manage are the root causes of motivational problems in public organizations in Ghana.

In library setting, male and female librarians are employed to perform tasks to accomplish the set goals of the library. To effectively achieve or meet the target of the library, a host of university librarians have adopted strategies such as motivation and reward system to increase job performance among their staff. With the wide adoption of motivation and reward system in the libraries, several researchers and educators including librarians are of the opinion that positive relationship between motivation and job performance increase production (Deaner, Balish & Lombardo, 2016). Furthermore, Arnania-Kepuladze (2010) opined that, it is widely recognized today that management of human resources dealing with employees are conscious of employees' motivation. One of the ways to increase the economic efficiency of staff job performance is to incarnate a new approach to motivation management. This is because there is significant relationship between motivation and job performance in the private and public institutions. Tella, Ayeni and Popoola (2007) in their study revealed that a correlation exists between perceived motivation, job satisfaction and commitment, although correlation between motivation and commitment was negative. No differences were observed in the perceived motivation of professional and non-professional library personnel. The correlation that exists in this study among perceived work motivation, job satisfaction and organizational commitment corresponds the report that motivation improves worker's performance and job satisfaction. Tella, Ayeni and Popoola (2007) also stated that negative correlation between organizational commitment and work motivation as a result of the fact that librarians are not highly motivated by their deeply held values and beliefs regarding the development of a share vision.

## **Methodology**

The present study adopted both correlational and descriptive research design. This study was carried out in the South-East zone of Nigeria. South-East is one among six geo-political zones in Nigeria. It comprises Abia, Anambra, Ebonyi, Enugu and Imo States. South-East geo-political zone has many tertiary institutions. Among them are universities, polytechnics and mono-techniques. The population of this study is 157, which comprises all the catalogue librarians (professionals and paraprofessionals) who are either previously or currently in the

cataloguing section, and employed in the 10 public university libraries in the South-East Nigeria. According to information obtained from university librarians' records (2019), there are 157 cataloguing librarians permanently employed in the university libraries. The sample of the study comprises the entire population of 10 employers of catalogue librarians and 157 catalogue librarians that was drawn from the 10 public university libraries in South-East, Nigeria.

The study employed two instruments to elicit data from the respondents. Two questionnaires entitled: "Cataloguers' Job Performance Questionnaire" (CJPQ) and "Cataloguers' Motivation Questionnaire (CMQ) were used to collect data. The Cataloguers' Job Performance Questionnaire (CJPQ) was adopted from Williams and Anderson (1991), and Halim and Sefer (2013) Task Performance Scales. A total of 22 items was used to measure the job performance of the respondents. The questions were further subdivided into three factions: Cataloguers' Effectiveness (Questions 1-8); Cataloguers' Efficiency (Questions 9-15); and Cataloguers' Learning and Improvement (Questions 16-22). The response format ranged from SA= Strongly Agree, A= Agree, D = Disagree, SD= Strongly Disagree for positively worded items while negatively worded items are reversely scored. The Cataloguers' Motivation Questionnaire (CMQ) was adapted from Halim and Sefer (2013) motivation scale and modified by the researcher. A total of 18 items was used to measure the motivation of the respondents. The response format ranged from SA= Strongly Agree to Strongly Disagree for positively worded items while negatively worded items are reversely scored.

The reliability of CJPQ was established using Cronbach alpha method. This was achieved by administering five copies of CJPQ to employers of catalogue librarians at public universities in South-South, Nigeria which is not part of the study area. The internal consistency of the items in the CJPQ was determined using Cronbach statistics. The reliability coefficient of 0.842 was obtained which was high to confirm the instrument as reliable and fit for the study. Also, the reliability of CMQ was established using Cronbach alpha method. This was achieved by administering 20 copies of CMQ to catalogue librarians at Delta State University, Abrakka in South-South, Nigeria which is not part of the study area. The internal consistency of the items in the CMQ was determined using Cronbach statistics. The reliability coefficient of 0.766 was obtained which was high to prove the instrument to be reliable and fit for the study. Copies of the final version of the instrument were administered by the researcher and four other research assistants to the cataloguers. The research assistants were instructed on how to identify, explain, and retrieve the questionnaires from the after the researcher have personally introduced and shared out the instruments.

Data obtained from the study were analyzed using descriptive and inferential statistics. Arithmetic mean and bar chart were used to answer research question two, while research question one adopted just the arithmetic mean. The questionnaire was weighted thus;

Strongly Agree	3.50 - 4.00
Agree	2.50 – 3.49
Disagree	2.00 – 2.49
Strongly Disagree	1.00 – 1.99

The midpoints for responses in the four-points scale is 2.50, which was calculated as follows:  $4+3+2+1 = \frac{10}{4} = 2.50$ . Items to the values of 2.50 and above were interpreted as "agree" while items with the values below 2.50 were interpreted as "disagree". Pearson Product Moment Correlation coefficient was used to analyze the data related to the Research Questions 4 and 5

by finding the relationship between each pair of variables. Based on the postulation of Nworgu (2015), correlation coefficients, *r* will be interpreted thus:

<i>Coefficient (r)</i>	<i>Relationship</i>
0.80 and above	Very High
0.60 to 0.80	High
0.40 to 0.60	Medium
0.20 to 0.40	Low
0.00 to 0.20	Very Low

In determining the significance of the hypotheses, *p*-value was used. Where the calculated *p*-value is less than the stipulated level of significance (0.05), the null hypothesis was rejected. Whereas the null hypothesis was not rejected where the calculated *p*-value is greater than the stipulated level of significance (0.05). All analyses were done both manually and with the aid of the Statistical Package for Social Sciences (SPSS) version 22.

### Presentation and Discussion of Findings

The findings were presented and discussed in tables with the aid of their research questions as seen below:

#### RQ1: How are Cataloguers Motivated in South East Nigeria?

The cataloguers were required to answer the Cataloguers’ Motivation Questionnaire (CMQ) to indicate how they are motivated in cataloguing and classification.

**Table 1: Cataloguers’ Motivation in Cataloguing and Classification**

Descriptive Statistics				
S/N	Items N=120	Std. Dev.	Mean	Decision
1.	Received recognition on my efforts in my place of work.	.82	3.28	Agree
2.	Have been provided with safety/job security in place of work	.81	3.13	Agree
3.	There is provision for my social needs in my place of work.	1.03	2.36	Disagree
4.	There is no room for provision of self-actualization at my place of work.	.95	2.70	Agree
5.	The developments taking place in the library make me become hopeful for the future.	1.07	2.74	Agree
6.	I do not receive good salary in my place of work.	.99	2.93	Agree
7.	There is no provision of conducive working environment in my place of work.	.83	3.18	Agree
8.	I receive rewards from my institution.	.95	2.45	Disagree
9.	I do not receive consistent promotion in my institution	1.09	2.41	Disagree
10.	There are staff development opportunities in my place of work.	.91	2.95	Agree
11.	There are opportunities to attend workshop/conferences.	1.04	2.56	Agree
12.	There is no provision for research grant in my place of work.	1.04	2.86	Agree

13.	There is no opportunity for scholarship staff in my place of work to further their education in Nigeria and Overseas.	.97	2.89	Agree
14.	The reward system in my place of work is encouraging.	.78	3.29	Agree
15.	The opportunity to attend workshop/conference is limited to particular group of staff in my place of work.	.82	3.18	Agree
16.	There is no room for self-development in my place of work.	1.02	2.25	Disagree
17.	There is room for financial incentive for any additional work I perform in my place of work.	1.09	2.08	Disagree
18.	I receive gift from my place of work authority for work well done.	1.08	2.50	Agree

Table 1 reveals the means response of cataloguers on their motivation in cataloguing and classification. As shown in the table, the cataloguers agreed that the reward system in their place of work is encouraging (3.29), they also received recognition of efforts in their place of work (3.28). Furthermore, there is no provision of conducive working environment in their place of work (3.18), they have been provided with safety/job security in place of work (3.13), and there are staff development opportunities in their place of work (2.95). However, they disagreed with the fact that there is provision for their social needs in their place of work (2.36), they also disagreed that they receive rewards from their institution (2.45). They further disagreed with the fact that there is room for financial incentive for any additional work I perform in their place of work (2.08).

### RQ2: What is the Nature of Job Performances of Cataloguers in South East Nigeria?

The cataloguers were required to answer the Cataloguers' Job Performance Questionnaire (CJPQ) to indicate the nature of their job performances in cataloguing and classification. Their job performances in cataloguing and classification was measured based on their effectiveness; efficiency; and learning/ improvement.

**Table 2: Cataloguers' Job Performance in Cataloguing and Classification**

S.No	Items N=120	Std Dev	Mean	Decision
<b>Cataloguers' Effectiveness</b>				
1	Appropriately assigns access points to books using AACR2 guidelines.	.84	3.16	Agree
2	Appropriately identifies books that have catalogue in-prints.	.89	3.39	Agree
3	Finds punctuations in descriptive cataloguing challenging.	.70	3.50	St. Agree
4	Comfortably assign specific subject heading(s) to complex titles using LC subject headings.	.83	2.90	Agree
5	Regularly uploads local materials.	.94	2.69	Agree
6	Regularly upgrades the shelf list catalogue.	1.04	2.91	Agree
7	Labels books correctly.	.89	3.08	Agree
8	Regularly sorts and files typed catalogue cards.	1.01	2.52	Agree

	<b>Cataloguers' Efficiency</b>			
9	Correctly does the copy cataloguing tasks that are expected of them	.81	3.14	Agree
10	Effortlessly describes materials with more than one author.	.73	3.31	Agree
11	Always take cognizance of aspects of describing proceedings and newsletters using AACRs guidelines.	.80	3.18	Agree
12	Takes time to do original cataloguing to local publications.	.94	2.98	Agree
13	Conserves and protects organizational property.	.81	3.42	Agree
14	Doesn't complain about using the cutter table appropriately.	.93	3.25	Agree
15	Goes for breaks only during the time appropriate for that.	.71	3.50	St. Agree
	<b>Cataloguers' Learning and Improvement</b>			
16	Helps other library staff in identifying geographical area of a work.	.89	3.18	Agree
17	Helps in conveniently describing non-book materials like CD-ROMS, cassette seven when not asked.	.97	2.68	Agree
18	Helps others who have heavy work-load.	.99	2.66	Agree
19	Uses electronic resource like MARC 21 to access online catalogue.	1.00	2.50	Agree
20	Takes a personal interest in using integrated library software like KOHA.	.97	2.98	Agree
21	Adheres to informal rules devised to maintain order.	1.03	2.80	Agree
22	Conveniently assigns class marks using library of congress classification schemes.	.71	3.29	Agree

Table 2 reveals the means response of cataloguers on their job performances in cataloguing and classification. As shown in the table for cataloguers' effectiveness, the respondents strongly agreed that they find punctuations in descriptive cataloguing challenging (3.50), they further agreed that they appropriately identify books that have catalogue in-prints (3.39), appropriately assign access points to books using AACR2 guidelines (3.16), regularly upgrade the shelf list catalogue (2.91), and regularly upload local materials (2.69). For cataloguers' efficiency, the cataloguers strongly agreed that they go for break only during the time appropriate for that (3.50). They further agreed that they conserve and protect organizational property (3.42), effortlessly describe materials with more than one author (3.31), do not complain about using the cutter table appropriately (3.25), and always take cognizance of aspects of describing proceedings and newsletters using AACRs guidelines (3.18). For cataloguers' learning and improvement, the cataloguers conveniently assign class marks using the library of congress classification schemes (3.29), take personal interest in using integrated library software like KOHA (2.98), adhere to informal rules devised to maintain order (2.80), help in conveniently describing non-book materials like CD-ROMS, cassette seven when not asked, and use electronic resource like MARC 21 to access online catalogue (2.5).

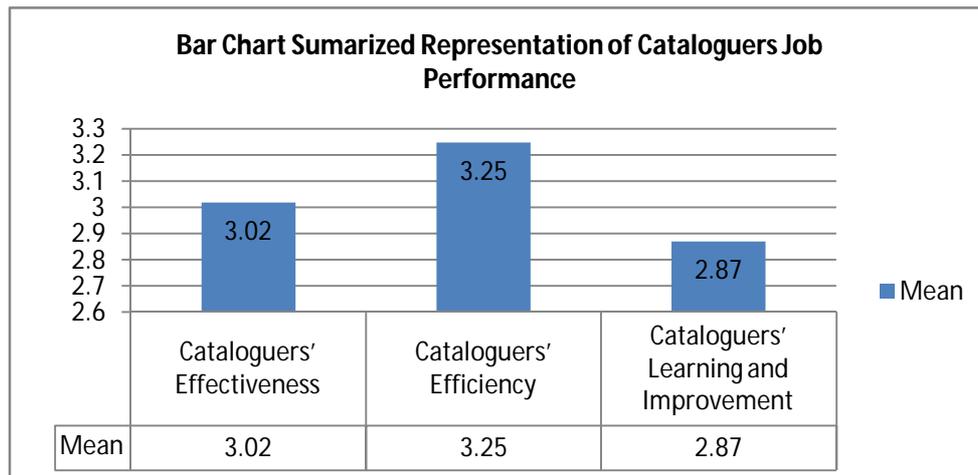


Figure 2. Bar Chart Showing Representation of Cataloguers' Job Performances in South East Nigeria

From Figure 2, cataloguers were more efficient in their job performance with a mean response of 3.23, followed by their effectiveness to their job performance (3.02), and then their learning and improvement (2.87).

**RQ3: What is the relationship between cataloguers' motivation and their job performance in universities in South-East Nigeria?**

This research question was answered using Pearson Product Moment and hypothesis as seen below.

**Table 3: The score distribution of the relationship between cataloguers' motivation and their job performance (N=120)**

Variables	Cataloguers' Motivation ( $\bar{x} = 2.763, SD = .3714$ )			Remark
	Mean	Std. Dev.	Pearson Correlation coefficient ( $r$ )	
<b>Cataloguers' Job Performance</b>	3.081	0.3019	.412	Moderate and Positive relationship

The result in Table 5 reveals the relationships between cataloguers' motivation in cataloguing and classification and their job performance. The Table 5 showed that: relationship between cataloguers' motivation and their job performance is moderate and positive ( $r = .412$ ).

**Test of Hypothesis**

One research hypothesis was tested at 0.05 level of significance using t-test statistical tool because of the large number of the sample size.

**Null Hypothesis 1: There is no significant relationship between cataloguers' motivation and job performance in universities in South-East Nigeria.**

**Table 4: Summary of t-test Analysis on Difference in Mean Response of Cataloguers for the Significance of the Relationship between Cataloguers' Motivation and Job Performance (N =120)**

<b>Paired Samples Test</b>									
		Paired Differences					t-critical value	df	Sig. (2-tailed) t-calculated
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Cataloguers' Job Performance - Cataloguers' Motivation	.31722	.36980	.08716	.13333	.50112	3.639	17	.002

The result in Table 7 revealed the significance of the relationships between the cataloguers' motivation and their job performance. In table 7, the t-calculated is 0.02 while t-critical is 3.639. At 0.05 level of significance and 17 degree of freedom, t-calculated value is less than t-critical value. Since t-calculated value of 0.002 is less than t-critical value of 3.639, the null hypothesis is therefore not rejected. The researcher then concludes that there is no significant difference between the cataloguers' motivation and their job performance in universities in South East Nigeria.

## Discussion of Findings

### Cataloguers' Motivation in University Libraries

Cataloguers among others agreed that the reward system in their place of work is encouraging; they also received recognition of efforts in their place of work. Furthermore, there is no provision of conducive working environment in their place of work, they have been provided with safety/job security and staff development opportunities in place of work. However, they disagreed with the fact that there is provision for their social needs in their place of work, they also disagreed that they receive rewards from their institution. Hence, with an average mean response of 3.6 it can be agreed that the cataloguers felt well motivated.

This is in affirmation with the study of Kanyesigye (2012), who found out that poor reward and remuneration of staff negatively affect job performance while better remuneration of staff improves job performance. Hence he recommended increase in remuneration, organization support and timely feedback especially during the performance appraisal of the staff, provision for training, etc. as strategies to improve motivation of staff. The result also emphasized the fact that lack of motivation for cataloguers will affect the quality and quantity of services they render to the library. Adio and Popoola, (2010) noted that this has greatly affected their attitude and commitment to work. Motivation, as discussed by Muhammad, Baffa, Garba (2018) goes a long way in helping staff members towards delivering professional development, and if absent, weakens and frustrates their minds; hence leading to poor service delivery. In the same vein, lack of financial reward and motivation may culminate in reducing librarian's effort in the services they render in cataloguing and classification.

### Nature of Job Performances of Cataloguers in University Libraries

The nature of the job performance for cataloguers' effectiveness revealed that they find punctuations in descriptive cataloguing challenging; they further agreed that they

appropriately identify books that have catalogue in-prints, appropriately assign access points to books using AACR2 guidelines, regularly upgrade the shelf list catalogue, and regularly upload local materials. For cataloguers' efficiency, the cataloguers strongly agreed that they go for break only during the time appropriate for that. They further agreed that they conserve and protect organizational property, effortlessly describe materials with more than one author, do not complain about using the cutter table appropriately, and always take cognizance of aspects of describing proceedings and newsletters using AACRs guidelines. For cataloguers' learning and improvement, the cataloguers conveniently assign class marks using the library of congress classification schemes, take personal interest in using integrated library software like KOHA, adhere to informal rules devised to maintain order, help in conveniently describing non-book materials like CD-ROMS, cassette seven when not asked, and use electronic resource like MARC 21 to access online catalogue. Furthermore, cataloguers were more efficient in their job performance, followed by their effectiveness to their job performance, and then their learning and improvement.

Job performances of cataloguers are always quite unique and measured distinctly as the institution deems fit. However, it still involves the fundamental stages of operations as seen in general cataloguing and classification. As discussed by John-Okeke (nd), job performance in cataloguing is measured by how well cataloguers: consult the cataloguing codes or rules to arrange the bibliographic information according to internationally accepted standards; assign subjects to the items using standard subject heading lists. The last aspect is the assigning of class marks or call numbers to the items using standardized classification scheme approved by the library.

It is also similar to Sonaike (2008)'s position by stating that the whole essence of performance is to keep the quality, quantity, timeliness, currency, accuracy, etc. of records created. It also confirms Jeremiah (2014)'s opinion, that they include all services that involve processing, arranging, describing and housing records in order to make them accessible and aid to bring together library resources of like terms in one place and separating the unlike terms. Job performance is so important that its evaluation can contribute to overall job satisfaction. In Nigeria, cataloguers are evaluated annually according to their job performance and either recommended for promotion or perhaps for other rewards. Bello and Mansur (2012) in their observation stated that the skills considered to contribute and enhance job performance of the respondents were: ability to communicate effectively, ability to plan, organize, and supervise cataloguing activities in the library, ability to establish and maintain effective work relationship with colleagues and other library staff and ability to research into new techniques for cataloguing. Also the cataloguers were more efficient and effective in their job performance, and are constantly learning and improving in the profession; which is a good performance result for both the cataloguers and their employees.

### **Relationships between Cataloguers' Competence and their Job Performance**

It was established from the responses that the relationship between cataloguers' competence and their job performance is low and negative ( $r = -.356$ ). Hence, an increase in cataloguers' competence is associated to a lesser extent with a decrease in their job performance. This result looks strange, as it contradicts the conventional that organizations always need competent and satisfied workers to achieve effective performance. It contradicts Jimoh (2008)'s perception, job performance of workers and staff members can be enhanced by helping employees acquire competencies through capacity building strategies such as training and re-training, workshops and seminars. However, there could be reasons why these

cataloguers' competence is associated to a lesser extent with a decrease in their job performance. Adeeko, Aboyade, & Oyewole (2017) opined that low competence provides an incentive to learn more about a job operation, hence directly improving job performances; while someone with a high competence may not even bother to learn or prepare sufficiently for a task, hence low job performance. Therefore, this decision means that when cataloguers are low in their competencies, it pushes them into learning the job operations and technicalities more; hence leading to improved results and job performances.

From the tested hypotheses, there is no significant difference between the cataloguers' competence and their job performance in universities in South East Nigeria. Hence, cataloguing competencies are needed if job performances must improve. This is in line with Pan and Hovde (2010)'s assertion, that professional development programs are needed for librarians to obtain the needed competencies that are essential for effective job performance. Also Lim Sook (2008) found out that library workers who perceived their technical expertise or competence as advantageous regarding their promotion were more satisfied with their job and hence performed better.

### **Relationships between Cataloguers' Motivation and their Job Performance**

The study found out that the relationship between cataloguers' motivation and their job performance is moderate and positive ( $r = .412$ ). This means that an increase in motivation will lead to a moderate increase in cataloguers' job performance. In support of this, Arnanika-Kepuladze (2010) opined that, One of the ways to increase the economic efficiency of staff job performance is to incarnate a new approach to motivation management. This is because there is significant relationship between motivation and job performance in the private and public institutions. Furthermore, with the wide adoption of motivation and reward system in the libraries, several researchers and educators including librarians are of the opinion that positive relationship between motivation and job performance increase production (Deaner, Balish & Lombardo, 2016). Several authors have reported various degree of relationship between motivation and job performance. For example Curvin (2004) reported that, motivation is directly proportional to productivity. He added that, unless employees are highly disciplined they won't be productive if they are not motivated. Curvin (2004) further stated that, there are various types of motivation such as recognition, socialization, incentive motivation, etc, and each one changes individual behaviour in its own different way. Curvin explained further that, no one type of motivation works for everyone and that, people's personalities vary and so accordingly does the type of motivation, that is most effective at inspiring their conduct.

The study also stated that there is also no significant difference between the cataloguers' motivation and their job performance in universities in South East Nigeria. Since the primary objective of any organization or institution is to obtain high level of productivity, this can only be achieved if the overall job performance of the entire staff is enhanced. Studies have shown that variables such as job motivation and satisfaction are germane to improving the degree of job performance of staff in any organization which in turn determines the level of productivity. Also, Ganta (2014) stated that workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production number increase as a result. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are

likely to be persistent, creative and productive, turning out high quality work that they willingly undertake.

## Conclusion

No one organization or library can satisfactorily afford all these conditions necessary for motivation, yet there are basic situations as the results showcased that should not be lacking for any employee or cataloguer. The employer-induced lack of motivation like lack of recognition of efforts in places of work, not providing conducive work environment, and lack of basic social needs should be addressed seriously, especially if you expect better job performances from the cataloguers. Hence, libraries expecting improved job performances should not neglect the place of motivation.

Furthermore, since the relationship between cataloguers' motivation and their job performance is moderate and positive, if an organization such as a library needs to improve the job performance of her cataloguing staff, they can motivate their staff and be sure to see a positive improvement. With the wide adoption of motivation and reward system in the libraries, several researchers and educators including librarians are of the opinion that positive relationship between motivation and job performance increase production (Deaner, Balish& Lombardo, 2016); hence this relationship is encouraged and should be adopted by libraries. It was also proved that obtaining high level of productivity and job performance can only be achieved if the cataloguing staff members are motivated.

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