

Job Motivation as Predictor of Research Productivity of Librarians in Public Universities in South-West, Nigeria

Joseph Kehinde FASAE

University Library

Afe Babalola University, Ado-Ekiti, Ekiti State.

kennyfash2000@gmail.com

Stephen Osahon UWAIFO

Department of Library & Information Science

Delta State University, Abraka, Delta State.

souwaifo@delsu.edu.ng

Abstract

The study investigated the influence of job motivation on the research productivity of librarians in public universities in South-west, Nigeria. The research adopted a correlational type of descriptive research design. The population of the study is 265 librarians in the libraries of 18 public universities. Total enumeration sampling techniques was used for the study. A structured questionnaire was the research instrument used for data collection that was validated by experts in this field. The reliability of the instrument was 0.84. Data collected were analysed using statistical mean, standard deviation, and Pearson Product Moment Correlation Coefficient (PPMCC), with a criterion mean of 2.50. The finding of the study revealed that research productivity of librarians between 2017-2022 was low. It was revealed that the extent of job motivation on the research productivity of librarians was high. Also, there is a significant relationship between job motivation and research productivity of librarians in public universities in South-west Nigeria. The study concluded that job motivation is an important factor that can predict the research productivity of librarians in public universities in South-west, Nigeria. It was therefore recommended that university management should sustain high levels of motivation in place for librarians by creating a supportive and inclusive work environment that values their contributions.

Keywords: Job motivation, Research productivity, Librarians, Public Universities

Introduction

In the modern world, research is obviously vital and significant if public institutions are to act as catalysts for the advancement of the country. Universities are essential in developing the skilled labor force that is required for national development through innovative research (Eiriemiokhale, 2019). University libraries are the result of the critical decision to gather and preserve knowledge and information for the immediate and future use of students, staff, and visitors. This decision was made due to the enormous amount of knowledge generated by

universities through teaching, research, and community service activities. The librarians who are in-charge of knowledge deposited in these libraries rendered various library services and also conducted research hereby contribute to research productivities of their universities (Rogayan & Corpuz, 2022). Research productivity, according to Haliso et al. (2020), is now a determinant of a librarian's employment, promotion/career progression, reputation, and academic acceptance. However, the level of the research productivities of librarians depends on the job motivation received by the librarians from their universities.

Motivation can be summed up as the perseverance and direction of action. It is concerned with the reasons why people select one path of action over others and why they stick with it, frequently for a very long time and in the face of challenges. According to Nancy et al. (2019), motivational variables are those traits that are necessary for achieving specific goals in life and without which a person will prematurely give up at the first sign of difficulty. However, motivation involves identifying the desires and requirements that drive librarians' behavior and offering solutions for meeting those needs while also utilizing their input to meet the research productivities of the librarians. If librarians feel that their university is not devoted to meeting their standards, their commitment may decrease.

The two types of job motivation are intrinsic and extrinsic. Intrinsic motivation is driving by internal variables, while, extrinsic motivation, on the other hand, is the driving force behind actions taken to obtain rewards or avert negative circumstances. It is widely recognised that job motivation may influence the research productivity of librarians, whose workload according to University of Toronto Library (2020), includes (i) Professional Practice (ii) Research, and Scholarly Contributions, and (iii) Service.

Hollister and Jensen (2023) conducted a study to investigate the quantity, type, and perceived influence of the research and scholarly activity on the professional obligations of librarians with responsibility for scholarly communication. The capacity of librarians required to carry out their professional tasks was found to be strongly correlated with the production of their own scholarship. Notwithstanding institutional expectations for professional growth, they also highlight the value of making research production a job requirement because it was a component of their professional portfolios. According to scholarly communication librarians with research

productivity duties, conference presentations, peer-reviewed journal papers, and non-peer-reviewed journal articles are the most common types of research productivity.

From 2015 to 2019, Ali and Elbadawy (2021) focused on African research output, measuring and comparing the continent's leading countries in terms of the most indexed papers on the Web of Science. In the last five years, the top ten African nations in terms of publishing scientific research (South Africa, Egypt, Tunisia, Nigeria, Algeria, Kenya, Morocco, Ethiopia, Ghana, & Uganda) have accounted for 92.2% of publications. According to The Conversation (2022), Nigeria is the continent's largest country by population and gross domestic output, with approximately 200 universities compared to only 26 in South Africa. In 2019, Nigeria had nearly five times the number of universities as South Africa. However, its total research output across all fields was just over a third of South Africa.

In Nigeria, Okpe et al. (2013) studied the level of publication output among Babcock University faculty members from 2001 to 2012 and discovered that on average, each faculty member produces one publication per year, which is very low. Okeji (2018) used 1,106 papers from the Current Index to Journals in Education and Library, Information Science, and Technology Abstract databases from 2000 to March 2018 to investigate librarians' research output and assess the authorship pattern and degree of collaboration. Only a few authors are active in the subject of Library and Information Science in Nigeria, according to research. Furthermore, academic librarians made the largest contributions in 2011 and 2012.

Despite the numerous benefits of research publishing for academic librarians in Nigeria, Okeji (2018) discovered that just a small percentage of librarians are prolific in renowned journals indexed in Scopus, which are frequently well-known among scholars. This supports Musa et al. (2017)'s contention that despite librarians' benefits from publishing, they do not conduct high-quality research. The workload and research output of academic librarians at both government-run and privately owned universities in Ogun State, were extensively studied by Adegbaye et al. (2019). Academic librarians' publication output was relatively high in terms of journal articles, but poor in terms of textbooks, chapters in books, co-authored books, monographs, and conference proceedings. It was also revealed that librarians' research papers had a bearing on their professional advancement.

In any organisation, including libraries, effective motivation leads to increased worker productivity. The team will be more empowered if the library staff are motivated. This would result in a positive and challenging attitude at work. In other words, according to Fabiyi (2021), motivation is a critical aspect that improves an organisation's overall well-being. Motivation is defined as a driving force or a dedication to accomplishing goals. Motivation is of enormous importance to enhancing performance and commitment in any organization (Popoola & Fagbola, 2023). Thus, motivated librarians are more likely to provide excellent service. As a result, for librarians to work at their best, they must be highly motivated (Unegbu et al., 2020). Therefore, motivation is a critical component that every employee in today's workplace, particularly librarians at university libraries, requires.

Peng and Gao (2019) noted that motivation for research is a significant factor that influences university academics' research output and, more specifically, publishing in prestigious international and local journals. Many people may wonder about academics' desire to do research and the consequences of motivation on research publishing because of the stress and anxiety produced by the new management culture. However, because the demand to publish does not appear to be easing at many institutions, it is worthwhile to investigate aspects that may contribute to improved scholarly productivity among academic librarians (Crampsie et al., 2020).

Hollister and Jensen (2023) undertook a study to examine the volume of research and scholarship produced by librarians with scholarly communication duties, as well as the motivations behind this activity. It was found that the majority of librarians felt that the efficiency with which they carried out their duties related to scholarly communication was impacted by their own research and scholarship production. Udo-Anyanwu (2022) investigated mentoring as a collaborative instrument for the professional development of Imo State librarians and information professionals. A survey research design was used in this study. Findings revealed that mentoring has benefited Library and Information Science professionals in Imo State in a variety of ways; factors that encourage mentorship include submission to be mentored, organised mentoring programmes (pairing of mentors/mentees), identified needs, reputation building, and method of further learning; research productivity is the area of professional development that mentoring has the greatest impact on. A study was carried out by Fiwotoafor et al. (2019) to investigate the

publication output of professional librarians in public university libraries in Ghana. The result discovered that the absence of a formal mentoring programme is one of the challenges that hampered the publication efforts of the professional librarians.

When Fabiyi (2021) investigated workers' motivation for increased productivity at the Federal Polytechnic, Offa in Nigeria's north-central region, he discovered that the chance for promotion and development was the most motivating factor. In the academic circles, the major standard for measuring achievement is research publications, which are critical factors of promotion (Kwanya, 2020). A study by Adetayo et al. (2023) made use of a descriptive survey design, where the study's participants were university librarians from South-west Nigeria. The study showed that library management looks after the surroundings, maintains libraries as calm spaces, gives librarians the right workspace, ventilation, air conditioning, and lighting, and stays away from giving them physically demanding responsibilities. It also found that South-west Nigerian university librarians' research output is highly influenced by their physical work environment. According to Okebukola (2002), inadequate librarians' motivation has resulted in a decline in the quality, quantity, and consistency of research publications produced by Nigerian universities, regardless of librarians' socio-demographics.

Could the low research productivity of librarians be a result of poor motivation received by the librarians that could lower their morale and make it difficult for them to write acceptable papers that would pass a rigorous peer-review process? Based on this salient question, this study set out to examine how job motivation predict the research productivity of librarians in public universities in South-west, Nigeria.

Purpose of the Study

The main purpose of the study was to investigate the influence of job motivation on the research productivity of librarians in public universities in South-west, Nigeria. The specific purposes are to:

- i. determine the extent of the research productivity of librarians in public universities in South-west, Nigeria between 2017-2022;
- ii. ascertain the extent of job motivation of the librarians in public universities in South-west, Nigeria;

Research Questions

The following research questions guided the study:

- i. What is the extent of the research productivity of librarians in public universities in South-west, Nigeria between 2017 - 2022?
- ii. What is the extent of job motivation of the librarians in public universities in South-west, Nigeria?

Research Hypothesis

The following null hypothesis were tested in the study at 0.05 level of significance:

- i. There is no significant relationship between job motivation and the research productivity of the librarians.

Methodology

A correlational type of descriptive survey design was used for the study. This is a type of survey design that aims to explain the relationship between two or more variables (Oyedokun, 2020). The design is appropriate because the researchers do not intend to change any variables. The population of the study is 265 librarians in the libraries of the 18 accredited public universities in South-west, Nigeria. These comprise seven federal universities and 11 state universities in South-west, Nigeria. This was obtained by visiting the libraries of the selected public universities, while phone calls were made to the universities that the researcher was unable to visit. A structured questionnaire, designed and validated by experts in Library and Information Science Department, Delta State University Abraka was used as a research instrument. To determine the reliability of the instrument, a pilot study with a survey method was conducted. The paired scores generated from the test was analyzed using the Cronbach Alpha method of internal consistency through the Statistical Package for Social Science (SPSS), generating a value of 0.84 that was considered appropriate for the study. Data obtained were analyzed using descriptive and inferential statistics. Frequency and percentage were used to analyze the respondents' characteristics. Research questions were answered using statistical mean and standard deviation with a criterion mean of 2.50. The hypothesis was tested at a 0.05 level of significance using Pearson Product Moment Correlation.

Results

The answers to the research questions were presented below:

Research Question 1: What is the extent of the research productivity of librarians in public universities in South-west, Nigeria between 2017-2022?

Data in Table 1 provide the answer to this question.

Table 1: Research Productivity of Librarians

S/N	Publications	VHE (above 9)	HE (6-8)	LE (3-5)	VLE (0-2)	Mean	STD.
1	Book review	12	65	88	60	2.13	.87
2	Chapters in book	15	88	71	51	2.30	.89
3	Textbook	12	60	64	89	1.98	.94
4	Edited book	12	78	85	50	2.23	.86
5	Conference proceeding	09	108	88	20	2.47	.71
6	Conference/seminar presentation	24	108	72	21	2.69	.78
7	Workshop	20	112	51	42	2.49	.90
8	Editorial note	12	78	79	55	2.22	.88
9	Monographs	12	49	92	72	2.00	.87
10	Occasional paper	09	50	85	81	1.94	.86
11	Article in learned journal (Local)	120	90	12	03	3.45	.66
12	Article in learned journal (International)	90	116	13	06	3.29	.70
Aggregate Mean						2.43	.77
Criterion Mean						2.50	

Results in Table 1 revealed that the extent of research productivity of librarians in public universities in South-west, Nigeria between 2017 - 2022 was low. This is due to the fact that the aggregate mean of 2.43 is lower than the criterion mean of 2.50.

Research Question 2: What is the extent of job motivation of the librarians in public universities in South-west, Nigeria?

Data in Table 2 provide the answer to this question.

Table 2: Job Motivation of the Librarians

S/N	Motivators	VHE	HE	LE	VLE	Mean	STD.
Intrinsic Motivators: Higher Responsibility							
1	Feeling of excitement when given higher responsibility	96	103	25	02	3.29	0.70

S/N	Motivators	VHE	HE	LE	VLE	Mean	STD.
2	A feeling of excitement for controlling a number of subordinates	75	117	30	03	3.17	0.70
3	Sense of excitement when given free-hand to operate	120	95	09	01	3.48	0.60
Sub-Mean						3.32	0.67
Research Interest							
4	Opportunity to contribute to the frontier of knowledge within a specialized area	121	91	12	01	3.48	0.62
5	A feeling of excitement towards a new line of research opportunity	98	118	09	-	3.40	0.57
6	Derivation of enjoyment in the research process	103	105	15	02	3.37	0.65
7	Derivation of interest in being the leader of a research team	92	103	28	02	3.27	0.71
8	Interest in research collaboration	122	90	12	01	3.48	0.62
9	Taking pleasure in carrying out research alone	61	88	60	16	2.86	0.90
Sub-Mean						3.31	0.68
Achievement							
10	An inner sense of achievement	100	125	-	-	3.44	0.50
11	Achieving peer recognition	100	115	09	01	3.40	0.59
12	Securing and sustaining headship positions	87	128	09	01	3.34	0.58
13	Securing permanent appointment	74	138	08	05	3.25	0.63
14	Higher research productivity via higher educational attainment	96	120	07	02	3.38	0.59
Sub-Mean						3.36	0.58
Curiosity							
15	Curiosity for accomplishment	104	114	07	-	3.43	0.56
16	Curiosity for enhanced organization result	100	116	08	01	3.40	0.58
17	Drive to personally address challenges emanating from the work	116	99	06	04	3.45	0.64
18	Satisfying the need for creativity	132	88	04	02	3.55	0.58
19	Satisfying the need to stay current in librarianship	135	84	04	02	3.56	0.58
20	Desire to develop personal research skills	142	80	02	01	3.61	0.53
Sub-Mean						3.50	0.58
Acceptance							
21	Acceptance by co-employees within the library	115	102	05	04	3.45	0.63
22	Acceptance by library leadership	107	103	09	05	3.40	0.67
23	Acceptance by the co-employees outside the library	90	126	03	06	3.33	0.64
Sub-Mean						3.39	0.65
24	I have mentor(s) who guide me in carrying out effective research	88	75	50	12	3.06	0.91
25	I am satisfied with my mentor(s)	92	68	51	14	3.06	0.94
Sub-Mean						3.06	0.92
Extrinsic Motivators: Promotion and Good Salary							
26	Regular promotion	104	79	42	-	3.28	0.76
27	Attractive salary	72	68	78	07	2.91	0.89
28	Regularity of payment of salary	131	89	03	02	3.55	0.57
29	Bonus payment	63	39	88	35	2.58	1.06

S/N	Motivators	VHE	HE	LE	VLE	Mean	STD.
Sub-Mean						3.08	0.82
S/N	Motivators	VHE	HE	LE	VLE	Mean	STD.
Good Working Condition							
30	Well ventilated working environment suitable for research	87	116	18	04	3.27	0.68
31	Cordial working relationship with co-staff	108	108	09	-	3.44	0.57
32	Liberty to adopt a personal style of work	92	100	20	13	3.20	0.83
33	Lack of tension on the job security	95	114	12	04	3.33	0.66
34	Provision of adequate welfare facilities	78	100	32	07	3.18	0.79
35	Provision of healthy work environment	89	95	32	09	3.17	0.82
Sub-Mean						3.27	0.73
Research Support							
36	Sponsorship for higher degrees	79	89	32	25	2.99	0.97
37	Sponsorship for attending research workshops/conferences	84	45	79	17	2.87	1.01
38	Availability of research grants	89	25	95	16	2.83	1.04
39	Existence of research committee	87	79	49	10	3.08	0.88
40	Granting/approval of study leave	100	89	25	11	3.24	0.84
Sub-Mean						3.00	0.95
Training and Career Development							
41	Provision of facilities for regular training	63	87	72	03	2.93	0.81
42	Continuous training programmes on information literacy skills	61	106	54	04	3.00	0.76
43	Presence of mentoring programmes	48	83	82	07	2.81	0.83
44	Training to improve research skills of librarians	82	93	48	02	3.13	0.77
Sub-Mean						2.97	0.79
Recognition and Awards							
45	Recognition for a job well performed	90	60	70	05	3.04	0.90
46	Recognition for contribution to library research development	46	112	60	07	2.88	0.76
47	Excellent awards for contribution to university ranking	58	93	70	04	2.91	0.80
48	Recognition for contribution to institutional reputation and advancement	71	88	60	06	3.00	0.83
Sub-Mean						2.96	0.82
Aggregate Mean						3.22	0.68
Criterion Mean						2.50	

The results in Table 2 revealed that the extent of job motivation of the librarians in public universities in South-west, Nigeria was high. This is due to the fact that the aggregate mean of 3.22 obtained is above the criterion mean of 2.50.

Research Hypothesis: There is no significant relationship between job motivation and the research productivity of librarians.

Data in Table 3 provide the answer to the hypothesis:

Table 3: Relationship between Librarians’ Job Motivation and their Research Productivity

		Job Motivation of Librarians	Research Productivity of Librarians
Job Motivation of Librarians	Pearson Correlation	1	.958**
	Sig. (2-tailed)		.000
	N	225	225
Research Productivity of Librarians	Pearson Correlation	.958**	1
	Sig. (2-tailed)	.000	
	N	225	225

*P < 0.05.

As shown in Table 3, Pearson Correlation coefficient (r) yielded 0.958, which implies a positive high relationship. Since the significant value (Sig.2-tailed) is 0.000 (which is less than 0.05), Therefore, the null hypothesis is rejected, implying that there is a significant relationship between job motivation and the research productivity of librarians in public universities in South-west, Nigeria.

Discussion of the Findings

The study found that the extent of the research productivity of librarians in public universities in South-west, Nigeria between 2017 – 2022 is low. This result concurs with that of Apolinario et al. (2014) that librarians generally do not publish enough research due to a lack of understanding of the research process and the support provided to library patrons in pursuit of a research goal. This also corroborates Musa et al. (2017)'s claim that despite the benefits of publishing for librarians, they do not do high-quality research.

It also supports the finding of Okpe et al. (2013), who found that on average, each faculty member per year produced just one publication, which is an extremely low rate. The result are similarly consistent with Ogbomo's (2010) finding that showed that the majority of the respondents had not written a paper in the previous three years. She emphasized that despite the advantages of research productivity for librarians, the volume of their research and publishing is still quite low.

The reason for the low productivity could be that some of the librarians carry a workload of duties which is a distraction as they have many daily activities to engage in the provision of services to their numerous and prospective library users. It could also be a result of the institutional policy, poor research skills and knowledge of an individual librarian, difficulties in identifying

reputable books or journals, or rigor going through the required publishing standard. Librarians nowadays, like other faculty members, are put under pressure to conduct research and publish papers in order to compete in the academic setting. More so, it is a mandatory exercise demand for librarians as a statutory obligation and a crucial requirement for promotion.

The study found that job motivation of librarians in public university in South-west Nigeria is high. The finding aligns with those of Hollister and Jensen (2023), that found that most librarians believed their own research and scholarship creation had an impact on how effectively they performed their tasks linked to scholarly communication. Hamid and Younus (2021), also support this finding, stating that motivation is necessary in enhancing the research productivity of librarians in public university libraries in Nigeria, as it was noted from their study that the level of motivation of librarians in university libraries was high. The finding did not concur with that of Nwosu et al. (2013), who discovered that most Nigerian librarians lack motivation, with just a small percentage claiming to be well-driven.

However, Fiawotoafor et al. (2019), finding revealed that one of the difficulties that impeded the professional librarians' efforts to publish was the lack of a structured mentoring programme. Adegbaye et al. (2019) stated that numerous librarians were unable to achieve the standards for promotion because of insufficient scholarly publications. Additionally, a previous survey by Opoku (2012) in Ghana's most extensive public university library found that the majority of professional librarians had been in their current position or level for more than ten years because they were unable to fulfill the promotion's scholarly publication requirement. The quality, quantity, and regularity of research publications produced by Nigerian institutions have decreased, according to Okebukola (2002), regardless of the socio-demographics of the librarians.

This demonstrates that the job motivation received by librarians, such as increased responsibility, research interest, and mentoring, as well as promotion, good salary, good working conditions, training and career development, including recognition and awards, actually play a crucial role in their research productivity. In their quest for knowledge, motivated librarians are more likely to be proactive, enthusiastic, and committed. When given encouragement and motivation, librarians are more likely to deliver high-quality research outcomes. The reason for the high motivations could be a result of the librarian's desire to develop their personal research skills in order to cope with the current trend in the use and applications of various technology

devices evolving every day that were available for conducting, analyzing, interpreting, and presenting research output. Such high motivation spurs the librarians to stay current in the librarianship profession as well as enables them to be more curious in achieving their research desired objectives. The high motivations could also emanate from the university by providing a good conducive working environment for librarians and other members of staff to interact, communicate, and work together.

The study discovered there is a significant relationship between job motivation and the research productivity of librarians in public universities in South-west, Nigeria. This implies that an increase in the job motivation of librarians leads to a corresponding increase in their research productivity. The result is in agreement with the one by Adetayo et al. (2023), which discovered that South-west Nigerian university librarians' research production is greatly influenced by their physical work environment. It was discovered that librarians produce an amazing quantity of research, and their working environments were assessed to be research-friendly. The result was also in line with that of Suleiman (2013) and Yamoah (2013) which discovered that a positive work environment increases employee creativity and performance, but unfavorable working conditions hinder employee productivity. This is because the librarians enjoy good working conditions.

The reason for the substantial relationship could also be as a result of the motivation received by the librarians from their universities. This encourages the librarians to conduct research activities that enable them to contribute to the research productivity of their universities. The motivations are; promotion and good salary, good working conditions, research support, training and career development, recognition, and awards which are all extrinsic motivations. The motivation could also be those that came from within the librarians themselves (intrinsic motivations) such as curiosity, achievement, acceptance, higher responsibility, and mentorship according to this study.

Conclusion

The study investigated the influence of job motivation on the research productivity of librarians in public universities in South-west, Nigeria. The study was necessitated by the observed disparity in promotion practices of librarians since promotion is tied to their research productivity. Librarians were not accorded the necessary recognition and prestige they deserved, and this lack

of acknowledgment affected both individual librarians and the overall ranking of their institutions. It was found that job motivation of librarians in public university in South-west Nigeria was high, while there is a significant relationship between job motivation and the research productivity of librarians in public universities in South-west Nigeria. In conclusion, job motivation is an important factor that can predict the research productivity of librarians in public universities in South-west Nigeria. It is clear that effective job motivation play a crucial role in driving librarians' enthusiasm and dedication toward research productivity as it drives librarians to engage in research activities.

Recommendations

Based on the findings of this study, the following recommendation are made:

- i. Library management can establish a research committee within the library to foster a research-friendly environment. This committee can organize seminars, provide research resources, and mentorship, and offer guidance to fellow and young librarians.
- ii. The university management should sustain high levels of motivation in place for librarians by creating a supportive and inclusive work environment that values their contributions.
- iii. There should be regular acknowledgment and appreciation of librarians' efforts, whether through public recognition or awards. Additionally, seeking librarians input, and valuing their ideas can empower them, making them feel valued and engaged more in research.

References

- Adetayo, A. J., Adeleke, O. A., & Lateef, E. B. (2023). Does the physical work environment of librarians influence research productivity? *portal: Libraries and the Academy*, 23, 1, 23–33.
- Adegbaye, S. I., Okorie, N. C., Wagwu, V., & Ajiboye, B. A. (2019). Workload as correlate of publication output of academic librarians in universities. *Unizik Journal of Research in Library and Information Science (UJOLIS)*, 4(1), 68-83.
- Ali, W., & Elbadawy, A. (2021). Research output of the top 10 African countries: An analytical study. *COLLNET Journal of Scientometrics and Information Management*, 15(1). <https://doi.org/10.1080/09737766.2021.1934181>
- Apolinario, R. R. U., Eclevia, R. M., Eclevia, C. L., Lagrama, E. R. C., & Saguns, K. K. A. (2014). Librarian as researcher and knowledge creator: Examining librarian's research involvement, perceived capabilities and confidence. *IFLA 2014 Lyon*. <http://library.ifla.org/961/1/150-apolinario-en.pdf>

- Crampsie, C., Neville, T., & Henry, D. (2020). Academic librarian publishing productivity: An analysis of skills and behaviors leading to success. *College & Research Libraries*, 81(2), 248. <https://doi.org/10.5860/crl.81.2.248>
- Eiriemiokhale, K. A. (2019). Influence of demographic variables on the utilization of electronic databases by university lecturers in South-West, Nigeria. *Library philosophy and Practice (e-journal)*. 2683. <https://digitalcommons.unl.edu/libphilprac/2683>
- Fabiyi, J. O. (2021). Staff motivation for improved productivity in federal polytechnic libraries in north-central states of Nigeria. *IOSR Journal of Humanities and Social Science*, 26(1), 56-62.
- Haliso, Y. L., Iwu-James, J., Soyemi, O. D., & Madukoma, E. (2020). Promoting research productivity among librarians: The intervening role of institutional support. *Covenant Journal of Library & Information Science (CJLIS)*, 3(2), 1-9.
- Hamid, A., & Younus, M. (2021). Effect of work motivation on academic library professionals' workplace productivity. *Library Philosophy and Practice (e-journal)*. 5737. <https://digitalcommons.unl.edu/libphilprac/5737>
- Hollister, C. V., & Jensen, J. M. K. (2023). Research productivity among scholarly communication librarians. *Journal of Librarianship and Scholarly Communication*, 11(1), eP15621. <https://www.iastatedigitalpress.com/jlsc/article/15621/galley/14446/download/>
- Kwanya, T. (2020). Publishing and perishing? Publishing patterns of information science academics in Kenya. *Information Development*, 36(1), 5-15.
- Li, Y., & Zhang, L. J. (2022). Influence of mentorship and the working environment on English as a foreign language teachers' research productivity: The mediation role of research motivation and self-efficacy. *Frontiers in Psychology*, 13(Article 906932), 1-17. doi: 10.3389/fpsyg.2022.906932
- Musa, A. U., Sahabi, M. K., Lawal, D., & Amishe, D. (2017). Academic librarians research productivity amidst open access resources: Issues and challenges. *Library and Information Management Forum*, 19(1 & 2), 56-64.
- Nancy, O., Chinyere, I., & Yacob, H. (2019). Extrinsic motivational factors and job performance of library personnel in Universities and Institutes of Agriculture in Nigeria. *Library Philosophy and Practice (e-journal)*. 2375. <https://digitalcommons.unl.edu/libphilprac/2375>
- Nwosu, C. O., Ugwoegbu, U., & Okeke, I (2013). Levels of motivation as correlates of librarians task performance in university libraries in South-east, Nigeria. *IOSR Journal of Humanities and Social Sciences*, 8(4), 81-83.
- Ogbomo, E. F. (2010). Publication output of librarians in tertiary institutions: A case study of Delta State University, Abraka, Nigeria. *Library Philosophy and Practice (e-journal)*. 322. <http://digitalcommons.unl.edu/libphilprac/322>
- Okebukola, P. (2002). *The state of university education in Nigeria*. National Universities Commission (NUC), Nigeria.
- Okeji, C. C. (2018). Research output of librarians in the field of library and information science in Nigeria: A bibliometric analysis from 2000-March, 2018. *Collection and Curation*, 38(3), 53-60. <https://doi.org/10.1108/CC-04-2018-0012>

- Okpe, I. J., Simisaye, A. O., & Otuza, C. E. (2013). Research output and pattern of publication among faculty in Nigerian private universities: Babcock university experience. *Information and Knowledge Management*, 3(9), 64-71.
- Opoku, D. (2012). Academic status and research publication: the dilemma of librarians at the University of Ghana. *Information Development*, 29(3), 233-240.
- Oyedokun, G. E. (2020). *Research methodology for social and management scientists*. Lagos: Aaron & Hur Publishing.
- Peng, J. E., & Gao, Z. (2019). Understanding TEFL academics' research motivation and its relations with research productivity. DOI:10.1177/2158244019866295journals.sagepub.com/home/sgo
- Popoola, S. O., & Fagbola, O. O. (2023). Work motivation, job satisfaction, work-family balance, and job commitment of library personnel in Universities in North-Central Nigeria. *The Journal of Academic Librarianship*, 49, 102741.
- Rogayan, D. V., & Corpuz, L. N. (2022). Evaluating the research productivity of a state university in Central Luzon, Philippines: Basis for policy recommendations. *International Journal of Evaluation and Research in Education*, 11(1), 128-135. DOI: 10.11591/ijere.v11i1.22099
- Suleiman, W. (2013). A study of causes of poor attitude to work among workers of both public and private sectors organisations in Bauchi State-Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3(7), 143-152. DOI: 10.6007/IJARBSS/v3-i7/16.
- Udo-Anyanwu, A. (2022). Mentoring: A collaborative tool for professional development of library and information science professionals in Imo State. *Global Review of Library and Information Science*, 18(2), 1-15.
- Unegbu, V. E., Babalola, Y. T., & Basahuwa, C. B. (2020). The role of motivation in librarians' job performance in public university libraries. *Journal of Management Information Systems & E-commerce*, 7(1), 1-12.
- University of Toronto Library. (2020). Librarian workload policy <http://www.utfa.org/sites/default/files/Librarian-Workload-Policy.pdf>
- Yamoah, E. E. (2013). Relationship between compensation and employee productivity. *Singapore Journal of Business Economics and Management Studies*, 2(1), 110-114.