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Staff Motivation in Bauchi State Public Library Board

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Keyword: Librarians,
Library, Motivation,
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Abstract

This study identify and assessed the nature of motivation (incentives) provide to the staff of Bauchi State Library Board. The study was carried out through the use of survey method, adopting questionnaires as the major instrument of gathering the needed data. The data gathering were analyzed by descriptive statistics using percentages and tables necessary to explain the data. Attempt was made to analysis factors responsible for inadequate provision of motivation to the staff of the library board. The researcher recommended that the government should provide adequate funds to the library board at the appropriate time. On the other hand, the management of the board should give equal opportunity to the staff for further education and staff training programmes.

Introduction

Aguolu (1986) defines a public library as a “people university” its service is rendered to all sundry who is information conscious and have quest for knowledge. It is financed by the government and provides services to its users free of charge and in equal basis regardless of religion, political, ethnic, age and educational difference.

Similarly, Harrod (1987) defines public library as a library provided wildly or partly form public funds, and the use of which is restricted to any class of parsons in the community but it’s freely available to all. It is a major agency for

enlighten of adult, providing also for children the recoded experience of other which will help them grow into adulthood.

Conceptual Review

Library staffs are the players of library services. They have a major role to play in achieving the objectives of the library. The performance of the library staff determines to a laager extent the quality of the services that will be rendered to the clientele and has a significant impact on the contribution that libraries could make to their communities. The staff have major role of managing the resource to ensure that stock and services meet the clientele's needs.

Libraries are charged with the responsibility of offering a high quality services to all its clientele. To this end their motivation is crucial in determining the quality of this interface, motivation then is the key to reorganizational success because it is considered to be the key factor of human behavior at work. Therefore, management of an organization must recognize that the nature of a job has a strong effect on employees' motivating. However, a number of management of organization does not go by the medium especially the non-profit making ones such as libraries.

What is Motivation?

The word motivation is derived from a Latin word "movere" meaning to "move". In its simplest term, the term can be defined as the state or condition of being induced to do something.

According to Campbell and Pitahard (1976), motivation has to do with a set independent/dependent variable relationship that explains the direction, skill and understanding of the task and constraints operating in the involvement. Motivation also refers to the underlying psychological state that impels or causes behavior. A motive generally is a need, want or desire which operates within the individual, which makes him to exhibit certain behavior.

Glueck (1980) defines motivation as a process or factor (motivates) that influence people to act. He went further to state that psychologists view motivation as the process of channeling behavior into a specific course. He sees it as a general term applying to the entire class of desires, drives, needs, wishes and similar forces. Writing in the journal of Nigerian Institute of Management, Ajibola (1976) defined motivation as a process of stimulating people to action,

to achieve organizational desired goals or accomplish a desired task as well as a process of stimulating oneself to action to gratify a felt need.

Importance of Motivation in Organization

Motivation is very vital tool used in achieving organizational objectives. Motivation has played a very important role in managing staff of an organization.

Silverman (1925), in his book “psychology” categorized motivation to a model he called incentive model. He stated that anything that serves to reinforce behavior can sometimes be acquired the power to motivate behavior. He further opined that when incentives are given to human beings or workers of an organization, it will motivate the person to behave according to the motive of the incentives. Barry (1973), in his book “operational Management”, traced motivation as that which is related to the degree of consequence between the needs of an individual and the demands of the job. He emphasized that; if the needs of the job are highly congruent with the needs of the individual, a high level of motivation to perform effectively is likely to occur. If the needs and demands are negatively related, the individual can be said to be negatively motivated and a low level of performance will likely result.

Allen (1964) discovered that;

“If we can get people to work because they want to, not because they are driven to it, we will secure most effective and enduring performance. In essence, when people are interested in a particular work are also motivated there will be a definite effectiveness. Contrary, if a person is not interested in a job and is driven to it; there is likelihood of getting unfavorable outcome”.

On his part, Henry (1974) stated that the problem of motivation should be viewed from the perspective of cultural norms of the society in which the organization is saturated. He further emphasized that because of the cultural norms of the people, what will motivate them will likely be different from another, and if an organization saturated or established its branches in different countries of the world, there will be problem it’s want to motivate its staff uniformly.

Ogben (1970), in his book “imaginative Management Control” stated that: motivation is not something that can be imposed from outside, it is that need which need, stimulation in a man or woman from within the managers

discretion, it is to find out what motivates people and to harness that motivation to constructive and fruitful ends. That is, he (the manager) needs to conduct an empirical study into the essential needs of workers so as to provide them with incentives and increase their efficiency to work.

Kootz and O'Donnel (1989), related motivation to that of "carrot" and "stick". They elaborated it to be the use of reward and penalties in order to induce desired behavior. That is, human beings can be motivated with the use of rewards and also be coerced with the use of punishment. But reward and punishment are strong motivations; they regard "carrot" as money. They also see money approach as a problem because everybody gets it, regardless of performance through such practices as salary increment, promotion and executive bonuses. Contrary, the "stick" is in the form of loss of job, loss of income, reduction of bonuses, demotion and some other penalties. These have been and will continue to be strong motivators. But they suggested that the use of stick is not the best so far as it gives room to unfavorable situation between managers and employees.

Beach (1975), stressed that the managers must try to understand the nature of human behavior and why people act the way they do. He further stressed that any work is best done through the skills of good leadership, motivation, persuasion and effective communication so that the team could work in an atmosphere of mutual trust, respect and harmony.

Aguolu (1982), emphasized that; most of the workers in Nigerian University Libraries were males and married, and that the possibility of high rate of frustration was found among male librarians especially with regards to unsatisfactory salaries, since these men had to cater not only their immediate families but also for the usual extended families. Indigenous librarians who had permanent appointment were more critical of their conditions of service than expatriate staff whose employment were usually on contract basis. These expatriate do not complain about the issue of poor condition of service, the indigenous staff on the other hand often considers their working environment which they consider crucial for their survival. Aguolu added that;

There is a relationship between the productivity of the library staff and the organization in which staff operate. To ensure maximum productivity, full participation of all librarians in common task has to be secured. Professional

duties should be accorded as nearly as possible with the librarian's subject competence and capabilities.

Diepolu (1983), put forward that; training is one of the effective instrument of personal development and further stated that; training is needed for both those at the top hierarchy and those at the lower hierarchy because new management have been devised.

Hertzberg, et, al (1959) began their initial work on factors affecting motivation. The research conducted led to the formation of the theory of motivation because it describes two sets of factors. Maintenance factors and motivation factors that make people unhappy or dissatisfied with their job. Maintenance factors involve the environment and conditions in which work is accomplished, the factors include physical conditions, job security, company policies (organizational policies), social and interpersonal relationship, pay and economic benefits. So maintenance factors do not involve job itself. Motivation factors being the second factors are those that make people or satisfied. This occurs when employees feel good about their job due to the nature of the task. These factors that lead to positive feelings are recognition for accomplishments, responsibility and personal growth. The presence of these factors lead to job satisfaction and employees commitment to higher level of performance, and so leads to increased productivity. But when motivational factors are present, they do not only serve to increased productivity but also develop greater employees' effectiveness.

Rawley (1996), in her article entitled "motivation of staff in libraries" propounded strategies for motivation of library staff. These appraisal and development schemes, opportunities for personal and development schemes, managing dissatisfaction, financial dimensions and social factors. In her view, appraisal and development scheme offers the opportunity for staff to explore their development needs with their line manager. Opportunities for personal development make the library staff to have experience in different jobs, as in job rotation within the library system, job enrichment us designed give additional development opportunity, study for professional and vocational qualification.

Management leadership experience and training opportunities which include attendance of conferences, seminars and workshops. On the part of managing dissatisfaction, she stressed the manager play in eliminating or reducing

dissatisfaction which can be achieved through negotiation and allocation of resources. She further emphasized that must be achieved within organizational constraints to the staff. Her view on financial dimension shows the strategy will often highly be constrained in any public sector environment and may not be directly under the control of the library manager. She added that financial motivation could gear staff performance and lead to promotion. Lastly, on the social factor, she suggested that it is important for staff to be accepted as part of the social group and they have an acute need to feel that their contribution is worthwhile appreciated and acknowledged.

Haruna (2002) found that; correlation between motivational factors and performance of employees in an academic library was as a result of permanent appointment, increase in wages and salaries, leadership styles of supervisors, fringe benefits (e.g. leave grants), refund of medical bills, furniture, and car loan, promotions, training opportunities, recognition (praises and rewards) and provision for job security during and after retirement.

McClelland (1961) focused his attention on three needs that he considered to be particularly important sources of motivation. They are the;

1. Needs for achievement, which refers to drive to excel, to achieve in relation to a set of standards, to strive to succeed.
2. Need for affiliation, which has to do with the desire for friendly and close interpersonal relationship.
3. Need for power, implying the need to make others behave in a way that they would behave otherwise.

He further found that; high achievers differentiate themselves from others by desire to do things better. They seek situation in which they can attain personal responsibility for finding solutions to problems, they can tell easily whether they are improving, and dislike succeeding by chance. They also prefer the challenges of working at a problem and accepting the personal responsibility for success or failure rather than leaving the outcome to chance or actions of others. More importantly they avoid what they perceive to be very easy or very difficult tasks. They want to overcome obstacles, but want to feel that their success or failure is due to their own actions. This means that they like tasks of immediate difficulty. The affiliation need is the desire to be liked and accepted by others. Individuals with a high affiliation motive strive for friendships

involving a high degree of mutual understanding. The need for power is the desire to be placed into competitive and status oriented with prestige and gaining influence over the other than with effective performance.

Managerial Assumptions and their Effects

McGregor (1960), stated that; “the human side of enterprise is all of a piece and the assumption management holds about controlling human resources determine the whole character of the enterprise”. These assumptions determine also the quality of its successive generations of management. McGregor presented two opposite sets of assumptions that he thought were implicit in most approaches to supervision. These two sets of assumptions which he called “theory X” and “theory Y” can be regarded as the extremes or boundaries on a spectrum or range of assumption. The theory X and Y is based on McGregor’s assumption that the behavior of people is strongly influenced by their belief. The bulk of current managerial principles, according to McGregor, had been directly derived from the first set of assumptions, theory X. these assumptions according to McGregor are;

1. The average human being has an inherent dislike of work and will avoid it if he can.
2. Because of his human characteristics of dislike of work, most people must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort towards the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

Theory X provides an explanation for some behavioral pattern in a work place. But are these inherent human traits or are they learned through experience in organizations? This view clearly dictates that motivation will be required to maintain close surveillance of their subordinates if the organizational objectives of security are to be obtained.

The accumulation from many specialized fields has led to further research regarding the validity or conventional managerial assumptions. From this data, Mc Gregor derived a new set of assumptions, which he called theory Y. according to him;

1. The expenditure of physical and mental work is as natural as play or rest. The average human being inherently dislike work depending upon the controlled conditions, work may be a source of satisfaction (and will avoid it if possible).
2. External control and the threat of punishment are not only means for bringing about effort towards organizational objective. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
3. Commitment to objectives is a result of the rewards associated with their achievement. The most significant of such rewards e.g. the satisfaction of ego and self-actualization needs can be direct products of effort directed towards organizational objectives.
4. The average human being learn under proper conditions not only to accept but also to seek responsibility, lack of ambition and emphasis on security are generally consequences of experience, not inherent human characteristics.
5. The capability to exercise a relatively high degree of imagination, ingenuity and creativity in the solution of organized problems is widely not narrowly distributed in the population.
6. Under conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Theory Y emphasized managerial leadership through motivation and by permitting subordinate to experience satisfaction as they contribute to the achievement of the objectives. These assumptions, McGregor felt, provide a better explanation of human nature and therefore indicated the need for different managerial strategies in dealing with people.

McGregor analyzed how the acceptance of theory X as the basis for running an organization will work. The relationship of this theory to organizational structure is that; if theory X is applied, tall structures which encourage close controls would be the most appropriate form.

But on the other hand, as McGregor presupposed that theory Y depicts the nature of humans, the flat structure which has built on loose controls and which has given a great deal or responsibility to subordinate will be more effective than a tall structure.

Statement of the Problem

Organizational activities are much more accomplished were staffs are given adequate motivation by the management of its parent body. This is also applicable to libraries. The public library is an integral part of an intellectual output of any communities or society, therefore for its services to be effective there is need for motivation of staff.

This study is meant to identify and assess the motivational factors the staff need to gear them up towards carrying an efficient and effective library services for the benefit of the clientele. It has been observed that the staffs of Bauchi State Library board complains of training, annual leave and allowance.

Objectives of the Study

The objectives of the study are:-

1. Examine the role of library in information dissemination and their contribution to advancement of the community it services.
2. Identify motivational factors incentives available to staff of Bauchi State Library Board.
3. Examine the extent to which staff of the Bauchi state library board are motivated and.
4. Ascertain the constraints to the provision of adequate incentives by the board.

Research Questions

The study aims at answering the following research questions:-

1. What is the role of the library in information dissemination?
2. What are the motivational factors available for the staffs in Bauchi State Library Board?
3. To what extent are staffs of Bauchi State Library Board motivated?
4. What factors determine the provision of incentives by the library board?

Methodology

This study adopted survey research method to ascertain how the staffs of Bauchi State Library Board are motivated at work and the extent to which the

motivational measures have affected their ability in carrying out their assigned duties.

According to Olanlokun and Salisu (1986), “survey is method based on deep study of a unit”. This design is therefore considered to be more appropriate for this study. The target population for this study is the staff of Bauchi state Library Board. The population of staffs of the board is one hundred and forty six (146) and a sample of sixty (60) is chosen, this is to ensure for precision and more study coverage. The instruments to be used in this study for data collection are questionnaire and personal observation. The investigation will obtain permission from the head of department, then the designed questionnaire will be taken to the field of study to be administered to the sample population. This will be done with the help of research assistant. Also an observation will be made for a period of one week to observe how staff performs their duties.

The data was collected analyzed using descriptive statistics such as the use of tables, percentages and frequency distribution to facilitate interpretation of results or finding.

Result and Discussion

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Male</i>	34	56.7%
<i>Female</i>	26	43.3%
<i>Total</i>	60	100%

Source: Field Data (2018)

Table 4.1.1 shows that (56.7%) of the respondents were males and (43.3%) were females. This effect shows that the males were more than their female counterparts in the Bauchi State Library Board.

Table 4.1.2 Age range of the respondents

<i>Age Range</i>	<i>Frequency</i>	<i>Percentage</i>
25-29	3	5%
30-34	25	41.7%
35-39	21	35%
40 and above	11	18.3%
<i>Total</i>	60	100%

Source: Field Data (2018)

Table 4.1.2 shows the range of age of the respondents. This indicates that the respondents who were of the age of range of 25-29 years (5%), 30-34 years were 25 (41.7%) , 35-39 years were 21 (35%) and 40 years and above were 11(18.3%).

Table 4.1.3 Material status of the respondents

<i>Variables</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Single</i>	20	33.3%
<i>Married</i>	40	66.7%
<i>Total</i>	60	100%

Source: Field Data (2018)

Table 4.1.3 shows the material status of the respondents in terms of single and married were 20(33.3%) and 40(66.7%) respectively. This result shows that majority of the respondents are married.

Table 4.1.4 Educational Qualification of the respondents

<i>Variable</i>	<i>Frequency</i>	<i>Percentage</i>
<i>GCE/GRADE II</i>	—	—
<i>Diploma</i>	18	30%
<i>HND/Degree</i>	35	58.5%
<i>Others</i>	7	11.7%
<i>Total</i>	60	100%

Source: Field Data (2018)

The educational qualification of the respondents indicates that 35(58.3%) were HND/Degree certificate holders, 18(30%) were holders of diploma certificate and 7(11.7%) had other qualifications. This indicates that the respondents were mostly HND and Degree holders.

Table 4.2 Nature of Services Provided

<i>Service Provided</i>	<i>Frequency</i>		<i>Percentage</i>	
	<i>Yes</i>	<i>No</i>	<i>Yes</i>	<i>No</i>
<i>Reprographic Service</i>	2	4	3.3%	6.7%
<i>Reference Service</i>	9	3	15%	5%
<i>Current Awareness Service</i>	10		16.7%	

<i>Selective Dissemination of Information</i>	7	2	11.7%	3.3%
<i>Inter-Library Loan</i>	4	3	6.7%	5%
<i>Abstracting and Indexing Service</i>	3	2	5%	3.3%
<i>Bindery Service</i>				
Total	60		100%	

Source: Field Data (2018)

Table 4.2 presents information on the nature of services provided by Bauchi state public library, 2(3.3%) of the respondents showed that reprographic services are offered in the library while (6.7%) of the respondents disagreed that such services exist in the library. The reason why higher percentage of the respondents disagreed was that there are no equipment for these services.

On reference service, 9(15%) of the respondents indicates that reference service are provided while 3(5%) that reference showed that the services are absent. Reference services which comprise mostly answering questions and consultation of reference materials in the library by the users was discovered in the course of observing the library actives, consultation of library materials was only made by users, but asking and answering questions were not taking place. The result also indicates that 10(16.7%) of the respondents stated that current awareness service (CAS) are carried not in the library while non-objected this. The respondent who agreed that service dissemination of information (SDI) is carried out in the library are 7(11.7%) while on 2(3.3%) of the respondents provided by the library while 2(3.3%) of the respondents showed that such services are not carried out.

4(6.7%) of the respondents accepted the existence of the abstracting and indexing services in the library while 3(5%) objected to its existence. 3(5%) of the respondents indicated that bindery services are revealed in the library while 2(3.3%) had a contrary view.

From the results provided above, it is revealed that most of the services are being provided by the library.

Table 4.2.1 Are the Users of the Library Aware of the Availability Service

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Yes</i>	58	96.7%

<i>No</i>	2	3.3%
Total	60	100%

Source Field Data (2018)

Table 4.2.1 reveals that 58(96.7%) of the respondents agreed that users of the library are aware of the services while 2(3.3%) disagree to this. This means that the users are aware of the services in the Bauchi State Public Library.

Table 4.3 Motivational Factors (incentives) identified

<i>Incentives</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Housing Allowance</i>	1	1.7%
<i>Medical Allowance</i>	1	1.7%
<i>Transport Allowance</i>	5	8.3%
<i>Children Allowance</i>		
<i>Furniture</i>		
<i>Car Loan</i>	16	26.7%
<i>Leave Grants</i>	10	16.7%
<i>Training Opportunities</i>	10	16.7%
<i>Increase in Salary/Wages</i>	7	11.7%
<i>Recognition (praise/records)</i>	4	6.7%
<i>Promotion</i>	6	10%
<i>Others (please specify)</i>		
Total	60	100%

Source: Field Data (2018)

Table 4.3 provide information about motivation about motivational factors (incentives) provided and 1(1.7%) of the respondents said he receives housing allowance, 1(1.7%) indicated that he receives medical allowances. 5(8.3%) of the respondents says they receive transport allowance, none receive children and furniture allowance, 16(26.7%) of the respondents got car loan. 10(16.7%) of the respondents enjoys leave grants, 10(16.7%) of the respondents were granted training opportunities, 7(11.7%) of the respondents enjoys increased salary and wages, 4(6.7%) of the respondents receives praises and rewards for

good performance of duties assigned to them and 6(10%) of the respondents have been promoted over the years.

Table 4.4 Factors Militating Against Adequate Provision of Incentives by the Board

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
<i>1. Inadequate Funding</i>	39	65%
<i>2. Uncommitted nature of the members</i>	13	21.7%
<i>3. Bad policies</i>	8	13.3%
Total	60	100%

Source: Filed Data (2018)

Table 4.4 presents factors militating against motivation of staffs. The result reveal that, 39(65%) of the respondents associated them to inadequate funding of the library, 13(21.7%) of the respondents indicates uncommitted nature of the board members (library board) as a problem, while 8(13.3%) associated bad policies to this problems of incentives provision.

Summary of the Findings

Having undertaken this study, the researcher discovered that motivational factors are very vital in any organization. Motivational factors (incentives) are numerous, and this serves as a device to boost employees' morale at job which is a product of efficiency and productivity. However, in this study, it was discovered that most of the incentives which are supposed to be given to the employees of the Bauchi State to be given to the employees of the Bauchi State Library Board are not given to them.

Further observation shows that the major factors inhibiting this are lack of funds are lack of commitment on the part of the board members. The Bauchi State Government which is the parent organization of the Bauchi State Library Board is not dedicating adequate funds to the library. This is affecting the library because without adequate funds the library cannot achieve its objectives.

Also the board members has little commitment to identifying the problems being faced by the library, this affects the staff of the library because it is the board members that serve as a mediator between the Bauchi State Government and the staff of the board. Therefore when the board members fail to appreciate

the problems, hence, the board members supposed to be committed to their jobs in order to uplift the morale of the staff which will in turn motivate them to put in their best to move the library to a greater height.

Conclusion

Motivation involves operational devices by management to stimulate an employee so that he can put in his best and apply his energy, skills, knowledge and interest in his or her work. Therefore management of an organization e.g library, must recognized that the level of success of a job have strong effect on employees motivation.

This study pointed put some elements of motivation such as promotion and staff and training opportunities such incentives are supposed to be made available to the staff of Bauchi State Library Board are been employed by just a few staffs, such incentives are transport allowances, children allowances, medical allowances, etc. All the aforementioned incentives are equally strong motivational factors which could enhance or influenced employee's morale and performance at job. It is revealed that the library is faced with problem of underfunding among others, knowing too well that funding is the foundation of any organization and no organization can make progress without funding.

Recommendations

The researcher made the following recommendations best on the findings.

1. The members of the staff should adequately renew in relation to the duties assigned to them.
2. Every staff should be given opportunity for further education and training which also help them develop a lot.
3. The government should provide adequate fund to the library board, which the aim and objectives of the library would not be achieved. Funds should be made available for organizing workshop, seminars and conferences, so as to improve the professional and personal growth of staffs.
4. Government, being the parent origination of the board, needs to be periodically remained about the problem faced by the library. The library being the intellectual center of community needs not be neglected at all.

5. Wealthy individuals and organizations (such as NGO's) should also contribute financially towards uplifting the general welfare of the entire staff of the library.

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