

Job Motivation, Leadership Styles and Job Performance of Library Personnel in University Libraries, Oyo State, Nigeria

OBASEKI, GRACE MORENIKE

Obasekigrace12@gmail.com
Joseph Ayo Babalola University Library

&

BAKARE, OLUWABUNMI DORCAS (Ph.D.)

Bakare.oluwabunmi@lcu.edu.ng
Department of information management
Faculty of communication & information sciences
Lead city university

Abstract

The work performance of university library staff has a great impact on the library service delivery to users globally. The way the university library personnel perform their duties effectually the more patrons satisfied in using the library and its resources. So also, the effectiveness of the leadership style adopted by library managers has an important value on the standard of the library outcomes and the motivation packages employed in the library also verify the effective operation service delivery of the library. Lack of flexibility of the leadership style, inadequate motivation for library personnel and failure in meeting their responsibilities of ensuring sufficient, accessibility and retrieval of information service becomes difficult for users to enjoy the services of the library. Based on this idea, this study aims to systematically investigate the impact of job performance, work motivation, and leadership styles of university library staff in Oyo State, This study will adopt a quantitative research approach, survey research design and consensus sampling technique to choose the entire 157 library personnel for the study due to manageable number of population. Data would be analyzed using SPSS and the test of relationship of the hypotheses between the variables will be levels of significance at 0.05, this study is anticipated to indicate however to show how job motivation and leadership styles contribute significantly to the work performance of library staff.

Keywords: *Job Motivation, Job Performance, Leadership Styles, Library Personnel*

Introduction

The performance of personnel in the university library goes a long way in either making an organization achieve success or drawback in relation to its vision and mission statement. The more the university library personnel carried out their duties effectively, the more the library patrons make use of the library and its resources which will encourage and improve the quality of their

learning and research output. Job performance is the discharge of main tasks based on workers' specialization towards the achievement of an organization's aims (Fattah, 2017). The work done by library personnel is categorized into three which are managerial, practical and advisory. Managerial works dwell majorly on the administration of library consisting of development and management of the daily activities in the library. Whereas the practical services are concerned with the technical duties of library such as acquisition, cataloguing and classification, serials. The consultative service ensures that library users are contacted with the information materials they need through tasks at the lending desk or reference desk. Consistent with this, Researchers have identified various aspects of job performance including: Task performance, contextual performance, and adaptive performance.

Task performance is the discharge core duty which has direct implications on the accomplishment of vision statements of an organization. It covers real job description for which an organization is known and for which its employees performed. In the context of the library, task performance is the core duties discharged by the librarians such as: acquisition of information resources, reference services, cataloguing and classification, circulation services, user education and so on. Adaptive performance is the ability of employees to adapt to changes in the work environment. Modern librarianship requires a significant level of adaption due to the myriads of changes caused by emerging technology, dwindling funding and changes in the format and mode of information delivery. Lastly, contextual performance is the readiness of employees to help out one another; taking up the duty of an indisposed or busier person, being friendly, serving as mentors to new recruits and generally promoting the interest of the organization. In order to excel in all these dimensions of job performance, Library personnel must have a sense of self-actualization in job motivation with effective and acceptable leadership style.

Job Motivation is referred to as an incentive that drives library personnel to perform an assigned duty designated diligently (Ali & Ahmed, 2016). Thus, if the library wants its library personnel to perform effectively as information professional and achieve the university's goals, it must understand the kind of motivation factors that will help the library personnel to perform well. In

this context, motivation is an effective task in the library where employees are happy, engaged and in the library when they are released from their duties.

Job motivational can be seen in various models and theories developed by scholars in the field of organizational behavior such as Herzberg's identification hygiene factors and motivators as the main components of employee motivation. The hygiene factors do not motivate employees but can reduce their level of dissatisfaction if the factors are not provided or not used the way they should be. These include organizational policies, management, pay, social relationships, and employee situations, among other things. Motivators factors make people happy when their needs for leaving and personal growth are meet. These factors include achievement, recognition, work itself, and responsibility. If the hygiene issues are taken care of, the motivators' factors will make the job more enjoyable and the organization productive. Therefore, leadership style implemented by the library management is highly significant in achieving the library objectives.

Library managers across the world have understood the importance of applying the right leadership style especially in an era of constant changes where the job descriptions as well as the skills requirements for librarians keep changing. Library management success or failure in Nigeria hinge on the impact of the leadership style on library management. There are different types of leadership styles including Autocratic, Democratic Leadership Style, Human Relations, Transformational, Transactional and Lassiez-Faire Leadership Style (Yaya, Uzohue, & Akintayo, 2016). This study discusses Autocratic, Democratic and lassiez -faire. The role of leadership is therefore very important to effectively manage change in libraries just as it is in any other organization this is because when the library managers adopted leadership styles that impact negatively on library personnel, it may lead to dissatisfaction, low job performance and high intention to quit. On the other hand, when the library managers adopt appropriate leadership styles, it creates a highly motivated workforce which enhances their ability and intent to perform their duties in the organization. Against this background, this study tends to examine the impact of leadership styles and work motivations on the ability of library staff at university libraries in Oyo, Nigeria,

Problem of the Statement

Library is been considered as the backbone of any educational institution and the warehouse of knowledge , for library to perform excellently, such library must be well equipped, meeting the demand of their patrons, committed to University goal and objectives, increase in quality of work, adequate management of library resources, efficient and effective in their mode of operation on daily basis. Library personnel core duties which are: discharging of books, meeting library patron demand, ensuring quality of work, effectiveness and efficiency, commitment, the consistency of both leadership and performance need to be clarified through the style and approach that managers seek to achieve .this requires a specific leadership approach to unique performance challenges to achieve department's goals. This cannot be achieved if the leadership of the library fails to meet its obligations or if the style of leadership is mistakenly applied at a particular point in time.

Lack of flexibility of the leadership style by most University Librarians is the major problems observed by the researcher (Nnaeto & Ndoh, 2018). They often find that the style of leadership adopted in the library affects the efficiency, effectiveness, involvement and quality of their work.

Another problem is the absence or inadequate motivation for library personnel to do more on their daily work. If library personnel were not promoted as at when due, compensation for extra duties activity and work in an in-conducive environment, it will be difficult for them to performed that duties and such may have effect on their performance at the same time have effect on the library overall operations. The motivation packages used in the library also determine the operation service of the library (Martin, 2016).

The library personnel failure in meeting their responsibilities of ensuring sufficient availability Services becomes challenging for users to enjoy the services of the library. Efficient management of the library depend on library personnel for the daily running of library ,in other for them to be effectual in their jobs there is a need for sense of accomplishment in what they do. Sadly, this is not the case. Some libraries experience poor leadership style which delays the useful performance of the library personnel. There are many factors that influence the job of library personnel; however the quality of leadership available could be the most critical determinants of final achievement. These styles and job motivation are subjected to test in the study to investigate the impact on the

performance of library staff (Sougui, 2015). Nevertheless, it is necessary to consider whether to consider whether leadership style and job motivation can affect the job performance of these library personnel. Against this background, this research is being conducted on job motivation, leadership styles and performance of library personnel at the University libraries, Oyo State is carried out.

Objectives of the Study

The general objective of this study is to examine the impact of motivation, leadership styles and job performance of library personnel in universities Oyo State. The specific objectives are to:

- i. determine the level of performance of library staff among universities, Oyo State, Nigeria;
- ii. determine the level of job motivation of library personnel among universities in Oyo State, Nigeria;
- iii. examine type of leadership styles (autocratic, democratic, laissez-fair) adopted among university libraries in Oyo State, Nigeria;
- iv. ascertain influence of job motivation (promotion, compensation, conducive work environment) on job performance of library personnel among universities. Oyo State, Nigeria;
- v. examine the influence of leadership styles (autocratic, democratic, laissez-fair) on job performance of library personnel among universities in Oyo State;
- vi. determine the combined influence of job motivation (promotion, compensation, conducive work environment) and leadership styles (autocratic, democratic, laissez-fair) on job performance of library personnel among universities in Oyo State

Research Questions

- i. What is the level of job performance of library personnel among universities in Oyo State, Nigeria;
- ii. What is the level of job motivation (promotion, compensation, conducive work environment) of library personnel among universities in Oyo State, Nigeria;

- iii. What are the type of leadership styles (autocratic, democratic, laissez-fair) adopted among university libraries in Oyo State, Nigeria;

Research Hypotheses

H₀₁: The work motivation (promotion, compensation, comfortable working environment) of university library personnel in Oyo, Nigeria, is not significantly affected

H₀₂: There is no significant impact of leadership style (dictatorship, democracy, laissez-faire) on the ability of university library personnel in Oyo to perform their duties.

H₀₃: There is no combined effect of motivation (promotion, compensation, facilitating working environment) and leadership style (authoritarian, democratic, laissez-faire) on the ability of university library personnel in Oyo to perform their duties.

Literature Review

Scholars have conducted studies to evaluate the job performance of librarians from all over the world and the findings have varied just as the location and the types of libraries were different. Researchers from South-south Nigeria examined the effect of organizational features on performance of librarians. The study adapted the Value-based Performance Scale, developed by three European researchers to gather respondents' opinion on performance. Interviewing 38 library personnel from eight southern and southern institutions, the study found that the effect of Pearson product moments corresponded to an average score of 64.8 SD = 13.8. And $r = 0.762$; $p < 0.05$ & job performance 0.05 indicates that the librarians surveyed have high job performance [7].

A group of researchers examined the effect of work environment on the performance of 189 academic librarians with the aid of research survey and questionnaire in public universities in South-West, Nigeria. The Analysis tested at 0.05 level of significant. job performance result indicate that librarians in South-West, Nigerian Universities are not satisfied with their level of performance 60 percent of them reported that performance can be rated as fair. Majority of the respondents (69%) also believed that they are unable to contribute as much as they would prefer

to the growth of the library. In addition, respondents' ability to respond to user queries is disappointing (54%), and response times can only be evaluated as fair. Librarians do not meet the minimum requirements for promotion in terms of research productivity, 52% say research productivity is reasonable, about 28% say it is lower, and only 20% say their production. He said it was highly sex (Amusa, Iyoro, & Olabisi, 2013).

Researchers in Delta have investigated that librarians in the northern central zone of Nigeria are likely to adopt a democratic leadership style. This is followed by a regulatory and much more dictatorial style of management. It has also been shown that the leadership style of university librarians does not significantly affect the ability of professional librarians to perform their duties (Arumuru, 2019).

Similarly, another Rivers State researcher investigated the style of democratic leadership in the performance of library staff in the library. An exploratory research design was used for the survey and the data collected. The study found that democratic leadership styles in academic libraries have a positive impact on library staff performance, as they lead to higher staff productivity. The style workgroup was very productive and the subordinates showed a high level of job satisfaction. A style of democratic leadership is encouraged and recommended by Academic librarians, as it leads to improved job performance of subordinates and, as a result, user satisfaction with library services (Kalu & Okpokwasili, 2018). When employees are motivated and positive, they are willing to serve their customers and provide quality service. This will certainly satisfy customers with the type of service they are receiving.

Researchers conducted a survey on compensation management and employee satisfaction in Nigeria. They find that compensation management influences job satisfaction (motivation), monetary and non-monetary compensation, and that staff job satisfaction is an important factor in determining librarian job satisfaction. The author investigated the impact of compensation and motivation on job satisfaction in Saudi Arabia through a questionnaire as a data collection tool, and 568 employees participated in the survey. Researchers used regression analysis to conduct studies to test the relationship between reward, motivation, and job satisfaction. The results showed that reward had a positive impact on motivation, motivation had a positive relationship

with job satisfaction, and reward had a positive and significant impact on job satisfaction (Chiekezie, Emejulu, & Nwanneka, 2017).

Another study investigating the impact of motivation on the performance of associate professionals in the Kaduna tertiary institution Library. The survey used survey methods and used structured questionnaires and structured interview questions to collect survey data. Research results show that the main strategies for motivating paraprofessional library staff were fixed salaries, job design, job rotation, job expansion, job enhancement, promotion, education and training (Usman, Abdulraheem, Eromosele, & Olukade, 2018).

Methodology

Descriptive survey design will be used for the research because it narrates the facts and characteristics of an individual, groups or situation. The population for this study comprises all Librarians, Library officers and assistants' in the University libraries, Oyo State, Nigeria. The total number of library Personnel under study is expected to be one hundred and fifty seven (157). The sampling procedure of non-probability of consensus sampling method will be adapted to manageable number of population and this is used to select the entire 157 library personnel from the 8 universities in Oyo States. The use of consensus technique is because the population of the library personnel in the states is not much and it is the method suitable for sampling such manageable population. The study will make use of questionnaires to collect data and it will be analyzed with the descriptive statistics.

Frederick Herzberg's theory of motivation identifies certain factors in the workplace that cause job satisfaction, but another set of factors causes dissatisfaction. Hygiene factors such as salary, physical workplace, security, status, relationships and oversight reduce employee dissatisfaction with the work environment, while motivations such as awareness and achievement drive employee productivity, creativity and involvement. Hygiene factors are designed to continue production, and motivation increases production. Motivational factors had to be incorporated into the work so that employees can be truly satisfied and perform minimum standards. This theory will be employed to underpin this study because it stated that Individual performance in the workplace is influenced

by the basic needs needed to maintain performance and the needs of overrides needed to improve performance. It also states that in order to motivate employees, organizations must look beyond financial rewards. Theory identifies achievement, promotion, awareness, work itself, responsibility, environment, and development as motivational factors for individuals to enjoy and improve performance in the workplace.

Operationalization of Constructs in Frederick Herzberg

H₀₁: There is no significant impact on incentives on job performance of library staff among universities in Oyo State, Nigeria; stimulus

H₀₂: There is no significant influence of library management on job performance of library staff among universities in Oyo State;

H₀₃: There is no combined effect of job incentives and library management on the ability of job performance of library staff among universities in Oyo State

According to Nigeria University Commission, there are 8 universities in Oyo State and this is being considered for the work, focus population for the study will comprise all Librarians and Library Personnel University Libraries, Oyo State. Which include: Ajayi Crowther University, Oyo (15), Lead City University, Ibadan (17), Kola Daisi University, Ibadan (3), Dominican University, (6), Precious Cornerstone University, Ibadan, (2), Atiba Technical University, Oyo (1), University of Ibadan, Ibadan (76), Ladoke Akintola University, Ogbomosho (40). The total number of library Personnel under study is expected to be one hundred and fifty seven (157). However, inferential statistics such as linear and multiple regressions will be used to analyze the study hypotheses and test relationship between the variables at zero.05 levels of significance. This population of the study is described in Table 1.

Table 1 Population of the Study

*Conference proceedings of the First Conference of the **National Institute of Office Administrators and Information Managers (NIOAIM)** between 7th and 10th February, 2022 at the International Conference Centre, Lead City University, Ibadan, Oyo State, Nigeria*

S/N	Universities	Librarians	Library Assistants	Library Officers
1	Ajayi Crowther University, Oyo	7	3	5
2	Lead City University, Ibadan	9	2	3
3	Kola Daisi University, Ibadan	2	1	-
4	Dominican University	4	2	-
5	Precious Cornerstone University, Ibadan	2	-	-
6	Atiba Technical University, Oyo	1	-	-
7	University of Ibadan, Ibadan	27	-	49
8	Ladoke Akintola University, Ogbomosho	18	-	22
	Total	157		

Source: University Administration Office from each University (2021).

Research Validity, Reliability

The research is checked by experts in the field of library science, doctoral students, and supervisors and lecturers in the information management department. Their comments, criticisms, useful advice, and inputs regarding both explicit validity and content validity are used and investigated to standardize the equipment and make it more appropriate for research based on those useful answers. The device will change before it is sent to the respondents. .. Pre-tests or pilots will be conducted with library staff at Joseph Ayo Babalola University ikeji Arakeji, Osun to ensure the reliability of the research tools. Thirty copies of the questionnaire will be distributed to library staff in the university's main building in one business day, and the data collected will determine the coefficients of the equipment.

Expected Contribution

Research results are expected to be useful in various fields. Such as policy makers in the field of librarianship as a field of study, practicing librarians, as well as being a significant contribution to knowledge regarding the factors driving the effectiveness of library personnel. The empirical data is expected to guide policy makers in their making process on how to improve or maintain optimal performance in academic libraries. The outcome of this study will enable University Librarian and the top managers to be aware of the role expected of them as leaders in shaping and tailoring the library to achieve its goals. It will also assist the management of the libraries in providing policies that will motivate library personnel to improve on daily duties and contribute meaningfully to library overall objectives and goal.

The findings are thus expected to be of benefit to overall development of librarianship as a profession by providing insights into how leaders can bring out the best in their subordinate and motivate them to be creative and innovative which will improve the quality of library services.

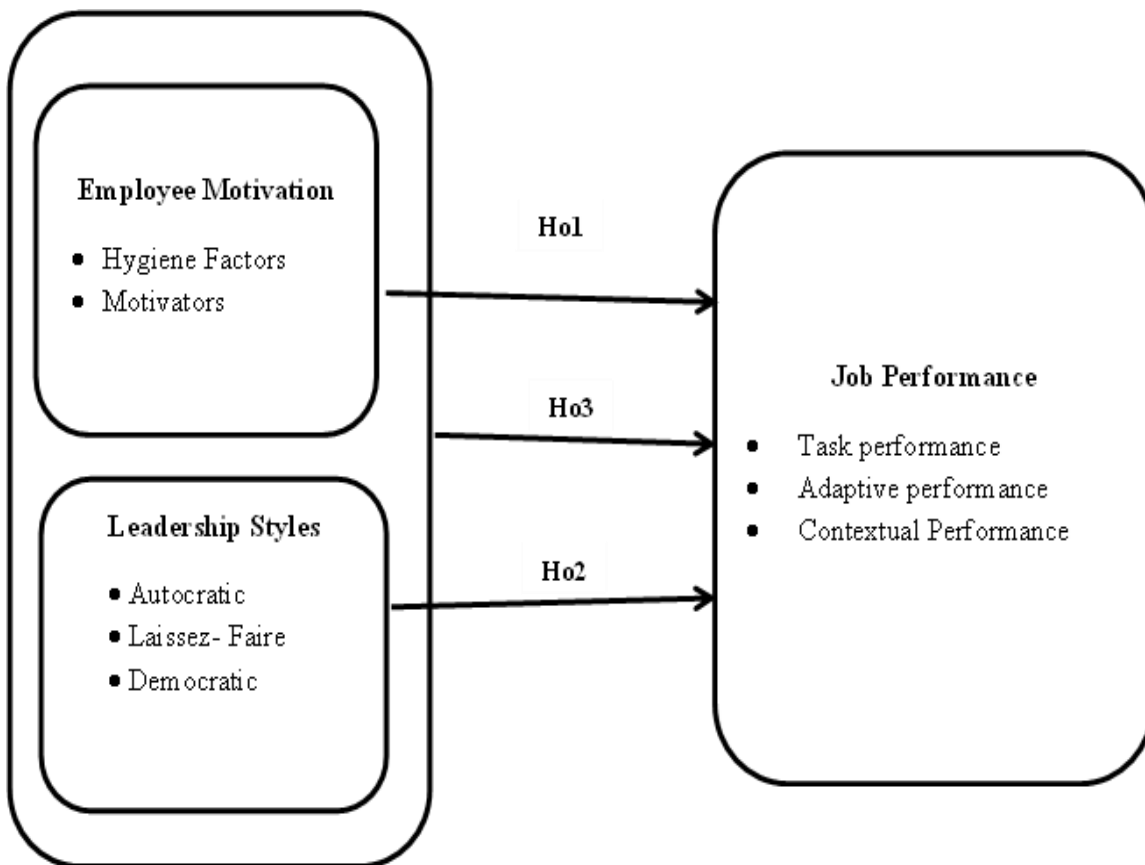
Furthermore, the study will expose practicing librarians, especially those in management, to the relevance of various leadership styles and guide them in discovering the right leadership style. In addition to work motivation packages for effectiveness and work performance improvement, to other researchers who may be focused on understanding the concepts of effective leadership and work motivation. Research that is useful and has a great impact on society, as well as other researchers in related fields can use the findings for the future. Finally, it will serve as a benchmark for further research materials for student policy makers and other scholars and also serve as a reference and materials for further studies.

Conclusion

The importance of the job performance of the library staff in Nigeria university libraries cannot be over emphasized. If library management can adopt appropriate leadership styles and job motivation, it will create a highly motivated workforce which will enhance the job performance of library personnel and intention to stay subsequently in the library, helps library to achieve its vision and mission statement. Therefore, it is high time library management embraced these factors to

improve job performance of the library which will go a long in redefining libraries in Nigeria university.

Conceptual Framework



Source: Authors' Compilation

References

- Ali, R. and Ahmed, M.S. (2016). The impact of reward and recognition programs on employees' motivation and satisfaction: an empirical study. *International Review of Business Research Papers*, 5 (4), 270-279
- Amusa, O.I., Iyoro, A.O. and Olabisi, A.F., (2013). Work environments and job performance of librarians in the public universities in South west Nigeria. *International Journal of Library and Information Science*, 5(11), pp.457-461.
- Arumuru, L (2019). Librarians' Leadership Styles and Attitude to Work in Delta State. ATBU, *Journal of Science, Technology & Education (JOSTE)*; Vol. 7(1)106-115

- Chiekezie, O. M., Emejulu, G., & Nwanneka, A. (2017). Compensation Management And Employee Retention Of Selected Commercial Banks In Anambra State, Nigeria. *Archives of Business Research*, 5(3), 115-127
- Fattah, A.H. (2017). The effect of organizational culture, leader behavior, self-efficacy, and job satisfaction on job performance of the employees. *Jurnal Terapan Manajemen dan Bisnis*, 3(2), 102-110.
- Kalu, D. C. and Okpokwasili, N. P. (2018). Management Impact of Democratic Leadership Style on Job Performance of Subordinates in Academic Libraries in Port Harcourt, Rivers State, Nigeria. *International Journal of Research*, 6(10), 232-239
- Martin, J. (2016). Perceptions of transformational leadership in academic libraries. *Journal of Library Administration*, 56(3). 266-284.
- Nnaeto, J.O., & Ndoh, J. A. (2018). Impact of motivation on employee performance: A study of Alvan Ikoku Federal College of Education. *Journal of Management and Strategy*, 9(1), 53.
- Ogiamien, L.O. and Izuagbe, R. (2016). Impact of Organisational and Psychological Factors on the Job Performance of Personnel in Private University Libraries in South-South Nigeria. *Open Access Library Journal*, 3: 2016. e2419. <http://dx.doi.org/10.4236/oalib.1102419>
- Sougui, S (2015). Impact of transformational leadership on job performance: Mediating role of leader member exchange and relational identification. *SAGE Open*, 5(4), 1-13
- Usman, S. A., Abdulraheem, W. J., Eromosele, G. O. & Olukade, O. A. (2018). Leadership styles and motivation on job performance of library personnel in public university libraries in North-Central Nigeria. *Library Philosophy and Practice* (e-journal).
- Yaya, J. A., Uzohue, C. E. & Akintayo, O. A. (2016). The Correlational Analysis of Motivation and Productivity of Librarians in Public Universities in Nigeria. *IJRDO-Journal of Educational Research*, 1(6), 15-32.