

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

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Communication and Information Science, Lead City University, Ibadan, Oyo State,  
Nigeria**

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Library and Information Science**

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### Certification

This is to certify that Grace Morenike OBASEKI with matriculation number of LCU/PG/001459 carried out this research work titled “Job Motivation, Leadership Style and Job Performance of Personnel in University Libraries in Oyo State Nigeria.” in the Department of Information Management, Lead City University, Oyo State for the award of Master Degree (MLIS) in Library and Information Science and that this has not been previously submitted.

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## **Dedication**

This research work is dedicated to God Almighty for His faithfulness, provision and Grace throughout this programme.

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## ABSTRACT

This study investigated the influence of job motivation and leadership styles on job performance of library personnel in university libraries in Oyo State. Descriptive survey research was used for the study. The population of the study was 164 library personnel in universities in Oyo State. An adapted questionnaire was used as the instrument of data collection, on census sampling technique was used due to manageable population. The data collected were analyzed using both descriptive and inferential statistics. Linear and multiple regressions were used for hypotheses testing at a 0.05 level of significance. The finding of the hypothesis disclosed that there is a significant influence of motivation on job performance of library personnel among universities in Oyo State and there is a significant influence of leadership styles on job performance of library personnel among universities in Oyo State ( $p=0.000<0.05$ ) respectively. The result of the hypothesis also revealed that motivation and leadership styles have joint influence on the level of job performance but at a low rate. It was recommended that transformational and transactional leadership practices should be instilled in the course of trainings, and library leadership should make provision for motivational ingredients that can serve as an encouragement for the library personnel to enhance the level of their job performance

**Keywords:** University libraries, Job Performance, Job Motivation, Leadership Styles, Library Personnel.

**Word count:** 274

## Table of contents

<b>Title</b>	
Page	
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv- v
Abstract	vi
Table of Contents	vii
List of Tables	x
Lists of Figures	xi
<b>Chapter One: Introduction</b>	
1.1 Background to the Study	1
1.2 Statement of Problem	9
1.3 Aim and Objectives of Study	10
1.4 Research Questions	11
1.5 Hypotheses	11
1.6 Significance of study	12
1.7 Scope of Study	13
1.8 Limitation of the study	14
1.9 Operational Definition of Terms	14
<b>Endnotes</b>	<b>16</b>
<b>Chapter Two: Literature Review</b>	
2.1 <b>Conceptual Review</b>	18

2.1.1	Concept of Job performance	19
2.1.2	Review of Job Motivation	25
2. 1.3	Overview of Leadership Styles	28
2.2	<b>Theoretical Review</b>	37
2.2.1	The Triarchy Model of Employee Performance	37
2.2.2	The Full Range Leadership Model	40
2.2.3	Frederick Herzberg Theory of Motivation	43
2.3	<b>Review of Empirical Studies</b>	46
2.3.1	Motivation and Job Performance of library Personnel	46
2.3.2	Leadership Styles and Job Performance in University Libraries	55
2.3.3	Job Motivation, Leadership Styles and Job Performance in University Libraries.	66
2.4	<b>Conceptual Model</b>	69
2.5	<b>Summary of Literature Reviewed</b>	73
	<b>Endnotes</b>	77
<b>Chapter Three: Research Methodology</b>		
3.1	Research Design	87
3.2	Population of the Study	87
3.3	Sample Size and Sampling Techniques	88
3.4	Description of the Research Instrument	89
3.5	Validity of Research Instrument	91

3.6	Reliability of Research Instrument	91
3.7	Administering of the instrument and Method of Data Collection	92
3.8	Method of Data Analysis	92

**Endnotes 93**

**Chapter Four: Result and Discussion of Findings**

4.1	Presentation of Demographic Data Analysis of Respondent	94
4.2.	Presentation of Research Questions	94
4.3	Presentation of Test of Hypotheses	107
4.4	Discussion of Findings	113

**Endnotes 119**

**Chapter Five: Summary, Conclusion and Recommendations 121**

5.1	Summary of Findings	121
5.2	Conclusion	122
5.3	Recommendations	122
5.4	Contribution to Knowledge	123
5.5	Suggested Areas of Further Research	123

	Bibliography	124
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Appendix (Questionnaire)	135
Bio-data	146
University Compliance Certification	152

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## List of Tables

<b>Table</b>	<b>Title</b>	<b>Pages</b>
3.1	Distribution of the Population of the study	86
3.2	Reliability Statistics	89
4.1	Questionnaire Response Rate	<b>92</b>
4.2	Demographic Distribution of Respondents	93
4.3.1	Level of Job Performance of library personnel among Universities in Oyo State, Nigeria	96
4.3.2	Level of Job Motivation (Promotion, Compensation, Conducive Work Environment) Of Library Personnel among Universities in Oyo State, Nigeria.	99
4.3.3	Type of leadership styles (transformational, transactional, Laissez-faire) adopted among university libraries in Oyo State, Nigeria.	102
4.4.1	Model summary of influence of motivation on job performance of library Personnel in universities in Oyo State, Nigeria.	104
4.4.2	Model Summary of influence of Leadership styles on job performance of library personnel in universities in Oyo State, Nigeria.	107
4.3.3.3	Model Summary of combine influence of Motivation and Leadership Styles on job performance of library personnel in universities in Oyo State, Nigeria.	109

## List of figures

<b>Figure</b>	<b>Title</b>	<b>page</b>
2.1	The Triarchy Model of Employee Performance	40
2.2	The Full Range Leadership Model	43
2.3	Frederick Herzberg Theory of Motivation	45

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## **Chapter One**

### **Introduction**

#### **1.1. Background to the Study**

The job performance of university library personnel goes a long way in either making an organization achieve success or drawbacks to its vision and mission statement. The more efficient the library personnel are, the more users will use the library and its resources, which will improve the quality of their learning and research output. Administrative, technical and advisory are the main categories for the work done by library personnel. The management of the library consists of the organization and supervision of the library's daily duties. Advisory duties ensure that users are provided and in contact with needed information services available at the circulation or reference unit, while the technical services deal with acquisition, processing, and organization of resources for easy retrieval<sup>1</sup>.

The efficiency and effectiveness of these services are dependent on the amount of service provided by the university library. The library is the nerve center of the university and it is set up to provide material and services which caters to the needs of the entire university. It also plays important role in meeting the information and research purpose of the users and faculties. The library personnel with the cadres of library Heads or junior staff in university libraries that have skills in readers' services, technical processing, and User education are responsible for the provision of information services. The level of the job performance of library personnel is always a subject of interest to library managers.

Job performance is defined as the discharge of core tasks based on employees' area of specialization towards attaining an establishment's objectives<sup>2</sup>. The net effect of a person's effort as modified by his/her abilities and traits and by his/her role perception is what a

scholar defined as job performance<sup>3</sup>. In arriving at an accurate evaluation of job performance, a complex concept that incorporates various elements must be considered. In line with this, scholars have identified various dimensions of job performance such as task, adaptive and contextual which will help the library personnel and the library managers to achieve the goal and objectives of the library<sup>4</sup>.

Task performance refers to the discharge of core duties of library personnel and it has direct implications for the achievement of an organization's objectives either positively or negatively. It covers the job description of employees in an organization. The core duties of librarians include the acquisition of information resources, reference services, cataloging and classification, circulation services, user education, and so on. The core activities for which the library is known will be used to gauge its overall job performance. Library personnel is expected to discharge these duties and judging by various reports of non-use and apathy towards the library by modern-day information seekers, it would seem that task performance in university libraries needs to be reexamined because the ability of library personnel to perform their core tasks can be affected by changes. Task performance may be related to adaptive performance in the attainment of library goal and objectives, the library personnel adaptiveness to current trend helps them in their service delivery to the user.

Adaptive performance is seen as library personnel's skill to adjustment to changes in the environment with levels of ability which can affect their ability to deal with changes in their profession. Modern library personnel need a lot of adaptations due to the plethora of changes caused by emerging technology, dwindling funding, and changes in the format and mode of information delivery. The ability of the library personnel in changing to current trend in the aspect of library automation, and uses of software in carrying out library services such as

classification and cataloguing, acquisition of library materials etc. the library personnel resistance to change and inability to adapt to the new system of library services provision characterized by access to information as opposed to serving as an information warehouse. The issues of library personnel resistance in changing to current trends and failure to adapt to current library services provision such as library automation and the use of software raised in adaptive performance make contextual performance highly important.

Contextual performance is also referred to as organizational citizenship. Library personnel who are friendly and altruistic will make the work environment more pleasant. Library personnel is required to evaluate their activities based on their contextual performance, The readiness of library personnel to help one another, taking up the duty of an indisposed or busier person, being friendly, serving as mentors to recruits, and promoting the interest of the organization are all indicators of contextual performance. To excel in all these dimensions of job performance, library personnel must have a sense of self-actualization in the task they perform and this is referred to as job motivation with effective and acceptable leadership styles.

Job motivation is seen as an incentive that drives library personnel to perform efficiently to assigned duty. Also, Job motivation is getting someone to do something because they want to do it. Organizational behavior scholars described job motivation as what pushes employees to achieve usual goal<sup>5</sup>. If an organization wants its personnel to perform expectedly as information professionals in order to accomplish the university's objectives, there should be a kind of job motivation that will encourage the library personnel to perform in a preferred way. Motivation in the library context is the ways, plans, and events that librarian uses to provide the needs and a conducive environment which will satisfy and enables the personnel to

effectively discharge their assigned responsibilities. The management headed by the librarians in the university should increase the existing level of motivation within and outside of library<sup>6, 7</sup>. The connection between personnel and establishment is directed by what stimulates them to perform tasks such as work responsibility, work recognition, work achievement, work growth and conducive working environment, as an organization needs to stimulate the teamwork of personnel as well as coordinate job performance to accomplish the organization's goals. Library administrators are always interested in factors that can increase motivation which can satisfy the need of the library personnel and make them productive in attaining the goals of the library.

Motivational factors can be seen in various models and theories. Herzberg's identification hygiene and motivators factors are the main components of job motivation. Herzberg stated that hygiene factors can reduce levels of dissatisfaction of the library personnel, if they used the way they should be, they will be dissatisfied. There are hygiene factors such as library management policies, relationship with supervision, librarians' salary, and work conditions. The employee has to deal with them. Motivators factors help library personnel to be happy in meeting their needs for leaving and growth. Work achievement, work recognition, work advancement, and work responsibility are some of them. Once the hygiene issues are taken care of, Herzberg says that the motivators will make the job more enjoyable once the hygiene issues are fixed. Work growth, work recognition and work environment are elements of the Herzberg theory that are relevant to the library environment. Regular promotions may be one of the best ways to ensure that library personnel are motivated. The career path for librarian is outlined and organizations such as universities where librarians are regarded as academic staff usually have set criteria that library personnel must meet to qualify for the promotion.

Research output, years in service, community service, and academic qualifications are included in the requirement for the library personnel promotion, when a library personnel fails to meet up with the requirement, the individual may be denied promotion when their academic counterpart are promoted. The career progression of professional library personnel is not followed in some institutions and this is as bad as a lack of promotion if library personnel receive a promotion without compensation.

In addition to salary increases, compensation in the context of the organization includes leave bonuses, overtime allowances, recognition of excellent services with awards, and special recognition during institutional events. The prompt payment of salary and other emoluments is part of the recognition for library personnel. The literature states that employees of Nigerian tertiary institutions and library personnel often go months without receiving their salaries and allowance with some even placed on salaries not reflective of the work they are doing for the organization. The environment in which library personnel work is expected to be conducive. The atmosphere created by the leader as well as the subordinates affects the organizational environment. When the work environment is friendly, employees will work harder to achieve their goals. There are reports of libraries without the necessary facilities to work, library personnel without offices to work, and offices too hot to work due to lack of air conditioners.<sup>8,9.</sup>

Motivation affects the willingness of library personnel to give their absolute best. It is important to motivate the library personnel because it will motivate him in his job performance<sup>10</sup> this viewpoint is supported by another scholar who observes that the monetary income and concrete benefits which an employee obtains as part of a working relationship motivate him in putting his best in the organization. If compensation recognition is altered,

there will be a consistent amendment in job performance, as well as a relationship between promotions, compensation, and working environment.<sup>11</sup> There is a correlation amongst promotions, compensation, and work environment respectively, if library personnel are well compensating and the corresponding changes, job performance would be improved<sup>12</sup>. In the Herzberg theory, hygiene and motivational factors include the work environment, recognition, work advancement, salary, and working conditions. The right Leadership style can bring out the best in the employees and job motivation may not achieve the desired effect without it. Leadership is the key to progress and survival in an organization and the leadership style adopted by the organization is significant for reaching the achievement of library objectives. In an era of constant changes where the job descriptions as well as the skills requirements for library personnel keep changing, library managers across the world understand the importance of applying the right leadership style. The changes in libraries can be managed by leadership, and the successes or failures in library management in Nigeria are influenced by leaders on their subordinates and leadership style in managing the library<sup>12</sup>. Leadership is defined as the capability of getting work done within the group and attracting the willing cooperation of the group<sup>13, 14</sup>.

Leadership style refers to the way, direction, and plan in which employees are motivated. Library managers are expected to possess leadership skills that are appropriate to lead and manage their organizations. Effective job performance could be achieved through the leadership style of library managers. It has been agreed behavioural scholar that autocratic, democratic and laissez-faire leadership styles can be used by men and women in leadership positions. There have been attempts by scholars to ascertain the types of leadership styles used, by library managers with evidence indicating that librarians also adopt all three types of

leadership with a degree of success. Various types of leadership styles enhance library personnel's job performance. This includes transformational leadership style, transactional leadership style, and laissez-faire leadership style<sup>15</sup>.

Transactional leadership relies on self-interests to motivate and direct employees. Library personnel are often given tasks based on the expectation that they will be rewarded with privileges that are exclusive to the performing staff to fulfill tasks. Transactional leaders wield their power because of their official authority. Transactional leaders believe that the primary goal of a subordinate is to follow their leader's orders. The transactional leader uses a system of incentives and punishments to inspire his followers. If subordinates do what the leader wants, they will be rewarded, but if they do not, they will be punished. There are three main features of the transactional leadership style; contingent rewards, active management by exception, and passive management by exception. The aim of rewards is usually linked to the transactional leader. Provide appropriate resources and set mutually agreed-upon goals to achieve this. They give various rewards for effective tasks and penalties for failure to meet goals<sup>16</sup>.

Transactional leaders set specific, measurable, achievable, reasonable, and timely targets for their subordinates. A feature of transactional leadership is active management by exceptions, where the leader is constantly monitoring employee activities and corrects mistakes immediately. When standards are not reached or the performance is not in line with expectations, transactional leaders are not allowed to interfere. Punishment may be used to retaliate for poor performance<sup>17</sup>.

Transformational leadership seeks to effect positive change among team members and transform them into leaders. It is different from other traditional leadership styles in that it

encourages motivation and performance by touching on the identity of the individuals and the company. It motivates others to work hard. Typically, transformational leadership establishes objectives with high expectations while demonstrating support and appreciation for the individual with a motivational aspect that pushes one to care about the whole. A transformational leader will set a vision, motivate the team to achieve it, and guarantee the team's success. Transformational leadership consists of four key components: individualized care, intellectual stimulation, inspirational motivation, and idealized influence.

Individualized care is the extent to which the leader takes care of the individual. The leader shows compassion, offers aid, recognizes accomplishments, and fosters personal growth. Intellectual stimulation is the amount of stimulation a leader gives to an individual to realize their full potential, foster creativity, and take calculated risks. The leader is not afraid to take risks and will prioritize the individual who can work independently. This allows the leader to inspire the individual by proposing an appealing idea. When they are led by individuals who are inspired, they will be challenged by competitive goals, future accomplishments, and stimulation. An employee with a strong sense of purpose should be motivated by an inspiring motivation approach. The leader postures as a role model with high levels of integrity, pride, and reliability. Inspirational motivation is growing in popularity. Businesses with outdated structures that need modification are the most effective in transformational leadership. It's an excellent method for fostering creativity, generating mutual trust, and fostering an understanding and empathetic workplace.

Laissez-faire is a style of leadership where a specific person influences a group of individuals to achieve common goals<sup>18</sup>. It is influenced by maximum freedom where subordinates are allowed to perform their duties without restriction to achieve required goals. There is no rigid

answer to any question because librarians are a knowledge profession. Library personnel should be allowed to be innovated because it requires constant innovation. Some leaders may allow their subordinates to decide on their policies and methods and to make their own decisions. The freedom of subordinates to make their own decisions is what it is about. Subordinates are influenced when leadership and followership are linked<sup>19</sup>. To meet the demand of situations in which it operates, effective leadership should diagnose and adopt an appropriate style of leadership<sup>20</sup>.

The modern university library is constantly being challenged to innovate and deliver the best collection and services which attract more users existing. The leadership style is needed to motivate employees to put in their best. The library personnel are anticipated to perform to the best of their abilities to meet the high expectation placed on the library by the users and other stakeholders. Identifying the leadership adopted by library managers and the level of job motivation is an important step towards the development of appropriate strategies to ensure optimal performance of library personnel in university libraries in general and Oyo state, Nigeria in particular which will eventually contribute to national development.

## **1.2 Statement of the Problem**

The overall objectives of the university library are achieved by the effective job performance of library personnel. It is a vital issue for library personnel to ensure that the overall objectives of the university library are carried out. The researcher's observation and preliminary investigations of some university libraries in Oyo State, Nigeria exposed that the level of job performance of library personnel is low. Through investigation, the researcher discovered that the cause of this low level of job performance is the leadership styles practice in some of the university libraries in Oyo State. Likewise, it was discovered that adequate attention has not

been given to the motivation of library personnel to enable them perform their duties effectively and efficiently.

However, the evaluation of the job performance of library personnel is an important part of library management, Poor performance of library personnel can affect the quality of service in the library which can affect users' satisfaction. Also, it is essential to give some incentives to library personnel to motivate them and adopt good leadership style in university library, this will consequently enhance their job performance. Nevertheless, each of these variables has been reviewed individually in the literature, but only a few have been examined on the combined influence of the two variables. In observation of this gap, this research is designed in the literature that job motivation and leadership style may influence the job performance of library personnel in university libraries in Oyo State, Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to investigate the influence of job motivation, leadership styles, and job performance of library personnel in university libraries in Oyo State, Nigeria. The objectives of the Study are listed to:

- i. identify the level of the job performance of library personnel among universities in Oyo State, Nigeria;
- ii. identify the level of job motivation of library personnel among universities in Oyo State, Nigeria;
- iii. identify the most adopted type of leadership styles (transformational, transactional, laissez-fair) adopted among university libraries in Oyo State, Nigeria;

- iv. ascertain the influence of job motivation (promotion, compensation, conducive work environment) on job performance of library personnel among universities in Oyo State, Nigeria;
- v. examine the influence of leadership styles (transformational, transactional, laissez-faire) on the job performance of library personnel among universities in Oyo State;
- vi. ascertain the combined influence of job motivation (Hygiene and Motivation factors) and leadership styles (transformational, transactional, laissez-faire) on the job performance of library personnel among universities in Oyo State

#### **1.4 Research Questions**

- i. What is the level of the job performance of library personnel in Oyo State, Nigeria;
- ii. What is the level of job motivation (Hygiene and Motivation factors) for library personnel in Oyo State, Nigeria;
- iii. What are the types of leadership styles (transformational, transactional, laissez-faire) adopted among university libraries in Oyo State, Nigeria;

#### **1.5 Hypotheses**

H<sub>01</sub>: There is no significant influence of job motivation (promotion, compensation, conducive work environment) on the job performance of library personnel among universities in Oyo State, Nigeria;

H<sub>02</sub>: There is no significant influence of leadership styles (transformational, transactional, laissez-faire) on the job performance of library personnel among universities in Oyo State;

H<sub>03</sub>: There is no combined influence of motivation (Hygiene and Motivation factors) and leadership styles (transformational, transactional, and laissez-faire) on the job performance of library personnel among universities in Oyo State

## **1.6 Significance of the Study**

The findings of this study were expected to be useful to policy makers in the field of librarianship, Librarians and top managers and researchers in other field, the study would be benefited to the policy makers in the field of librarianship as a significant contribution to the theory of librarianship regarding the factors driving the effectiveness of library personnel. Policy makers were expected to use the empirical data to improve or maintain optimal performance in university libraries. The study helped librarians and top managers to be aware of their roles in shaping and tailoring the libraries to achieve their goals. The management of the libraries was able to provide policies that motivated library personnel to improve on daily duties and contributed meaningfully to library objectives and goals. the findings would be benefited to the overall development of librarianship as a profession by providing insights into how leaders can bring out the best in their subordinates and motivate them to be creative and innovative which would improve the quality of library services. The study would expose librarians, especially those in management, to the relevance of various leadership styles and guides them in identifying the best and the most appropriate leadership style to use in relevant situations as well as job motivation packages for effectiveness and increased job performance. The study would be helpful to other researchers who are interested in understanding the concept of effective leadership and job motivation. This study would be significant because other researchers in similar or related fields would use the findings in this study for future studies that would create a huge impact on society. The study would be added to the

conceptual understanding of all aspects of job performance, leadership styles, and motivation in the context of academic libraries. It would serve as a benchmark for further research materials for student policy makers and other scholars, as well as reference materials for further studies.

### **1.7 Scope of the Study**

This study investigated the effect of job motivation, leadership styles, and job performance of library personnel in university libraries in Oyo State Nigeria. The dependent variable is job performance to be measured by task performance, adaptive performance, and contextual performance. The independent variables are job motivation measured by constructs such as management policies, work conditions, salary, job security, work responsibility, recognition, achievement, and advancement conducive work environment, and leadership styles measured by the three main types of leadership styles namely; transactional, transformational and laissez-faire leadership styles. The study focused on ten university libraries both private and public in Oyo State: these include Ajayi Crowther University, Ibadan, Lead City University, Ibadan, Kola Daisi University, Ibadan, Dominican University, Ibadan, Precious Cornerstone University, Ibadan, Atiba University, Oyo, University of Ibadan, Ibadan, Ladoke Akintola University of Technology, Ogbomosho, Dominion University, Ibadan and Oyo State Technical University, Ibadan. The total number of library Personnel under study was expected to be one hundred and sixty-four (164). University libraries were selected because of their clearly defined organization structures and the high level of professionalism required in providing library services to university communities. Also, all the library personnel such as librarians, library officers, and library Assistants are considered in this study because they are all important in achieving the overall objectives of the library

## 1.8 Limitation of the Study

The responsiveness of the respondent to the filling of the questionnaire and time frame in gathering the data administered serve as constraint.

## 1.9 Operational Definition of Terms

**Job Performance in the library:** is defined as how library personnel carry out the core activities in the library based on their field of specialization which is in the attainment of the university library's objective.

*Task Performance:* this measures the extent to which the library personnel in the universities library at Oyo State can carry out core librarianship tasks such as cataloging and classification, charging and discharging, reference services, etc.

*Adaptive Performance:* this measures the ability of library personnel in universities in Oyo State to adapt to changes in the work environment such as library automation, digital reference services, and others.

*Contextual Performance:* this measures the attitude and personality of library personnel which contribute to a peaceful and friendly atmosphere at universities in Oyo State

**Job Motivation in the library:** is seen as incentives that drive library personnel to perform efficiently to an assigned duty towards achieving set goals in universities in Oyo State.

*Hygiene Factor:* these are factors that can cause job dissatisfaction among library personnel when they are not provided or not adequate. They include; management policies, salary, job security, and work conditions

*Motivators:* these are factors that can cause job satisfaction among library personnel when they are provided. They include; work responsibility, recognition, achievement, and advancement opportunities.

**Leadership:** the ability of the university librarian to manage the affairs of the library by engaging the library personnel to get the work done and win their cooperation.

**Leadership Styles in the library:** this refers to the method adopted by a particular Leader or library manager in providing direction, implementing plans, and motivating librarians and other library personnel.

*Transformational leadership:* is a style that effects positive change among library personnel and transforms them into leaders

*Transactional Leadership* is a kind of style that relies mostly on the self-interests of library personnel to motivate and direct them.

*Laissez-faire leadership:* This is seen as a delegative style in which library managers give a soft hand to library personnel under then in decisions making.

**Library:** is a warehouse of knowledge where Library personnel accessed, organized, disseminated accurate information resources to the users for their learning and research purposes.

**University Library:** this is a library in an academic environment, in which the library personnel provide services that supports the school curriculum and serves the educational, recreational, social, and research needs of users in the university and community.

**Library personnel:** this is a group of people working in the library. The library personnel in this study consist of librarians, library officers, and library assistants. Librarians are professionals with higher qualifications such as BLS, Master's Degree, and Ph.D. The Library

Officers are the person who had a Diploma, ND/HND, while Library Assistants are the library personnel with school leaving certificates.

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## **Chapter Two**

### **Literature Review**

This section deals with the review of related materials of the study. The literature review is organized under the following subheadings;

#### **2.1 Conceptual Review**

2.1.1 Concept of Job Performance

2.1.2 Review of Job Motivation

2.1.3 Concept of Leadership Styles

#### **2.2 Theoretical Review**

2.2.1 The Triarchy Model of Employee Performance

2.2.2 The Full Range Leadership Model

2.2.3 Frederick Herzberg Theory of Motivation

#### **2.3 Empirical Review**

2.3.1 Motivation and Job Performance of Library Personnel

2.3.2 Leadership Styles and Job Performance in University Libraries

2.3.3 Job motivation, Leadership Styles and Job Performance in University Libraries

#### **2.4 Conceptual Framework of the Study.**

#### **2.5 Summary of Literature Reviewed**

## **2.1 Conceptual Review**

### **2.1.1 Concept of Job Performance**

Job performance is a concept of interest that has been widely discussed in literature from various fields because of the need for organizations to achieve their set objectives in a world that is becoming more dynamic and keenly competitive irrespective of whether the organization is a business conglomerate or not-for-profit organization. In the context of librarianship, for instance, job performance is a pertinent issue because all types of libraries are set up to achieve some specific goal that they must consistently meet to retain the trust and confidence of key stakeholders, especially parent organizations/institutions and funders. In the literature, the concept of performance is often discussed according to the different layers or levels that exist in a typical organization. Thus, scholars have conducted several studies focusing on organizational performance, team or group performance, and individual job performance<sup>1</sup>. The focus of the current study is on library personnel job performance and how it can be aggregated to enhance library productivity. Also, Job performance is defined as employee activity that helps organizations to achieve the set goals through the use of efficient and effective available resources<sup>1</sup>.

In the university libraries' context, job performance thus refers to the skill of library personnel to render efficient services by using available resources and library facilities to solve the needs of the user community<sup>2</sup>. Consequently, the job performance of library personnel can be viewed as the level to which they provide library services to all categories of patrons such as lecturers, researchers, students, and other members of the campus community. In library and information science literature, most scholars have conceptualized library Personnel job performance as a uni-dimensional concept. This is reflected in how scholars

have defined and measured job performance. Job performance is referred to as the library personnel's skills in discharging the library operations to attain library goals<sup>3,4</sup>. This implies that a circulation librarian need not bother with attending to users who need reference services unless it is expressly stated in their contract of employment. Given this library personnel job performance is wider, it does not cover or take cognizance of the dynamic nature of the modern library environment. Job performance of library personnel can be measured by several elements such as punctuality, information literacy, and digital competency among others to carry out library functions<sup>5</sup>. In other words, Job performance expresses the extent to which employees perform their responsibilities specified in the job description<sup>6</sup>. This includes performing duties and providing activities required for a job role. This definition is too simplistic and may not have provided for the exigencies of the modern workplace such as the university library.

However, there are diverse indicators of library personnel's job performance such as meeting job requirements, job deadlines, punctuality at work, level of efficiency and so on<sup>7,8</sup>. While all these indicators are relevant, they do not tell the whole story and their impact on the achievement of organizations' overall objectives, which are often difficult to measure. For instance, employees may be punctual to work but once they get to work, they may not put in their best at work or employees may be focusing on trivial aspects of the job which may have little impact on the overall productivity and reporting them as high productivity thus giving a distorted view of performance.

In addition, job performance is also defined as the total value added to the organization by an employee's furtive and obvious activities over a stipulated period of time<sup>9</sup>. Several times, librarians would have to go above and beyond to meet the need of information users who are

often asking unanticipated questions and demanding services that may not be in the standard job description of a librarian. The level of a librarian's job performance is measured by the quality of the tasks they accomplished within the set time. Job performance in the library involves all aspects that are affected or related to library personnel tasks directly or indirectly towards satisfying the needs of the library users. This viewpoint fits in perfectly with the submission of prominent theorists in management who have come up with models of evaluating employee job performance. One of the models posits that job performance is made up of distinct but related aspects which include, task performance, contextual performance, and adaptive performance. A review of these constructs of performance shows that they are perfect in any discussion or investigation of job performance among Library Personnel.

Task performance refers to all the activities performed to serve and maintain the supervising and planning aspect of an organization. Task performance also represents the ability of the employee to carry out effectively the activities listed in the job description. In the simplest terms, task performance has to do with the ability of an employee to perform duties that have a direct implication for the achievement of the stated objectives of the organizations for which they work.

In the context of librarianship, task performance means the ability of library personnel to carry out the core duties expected of a professional librarian, some of these library personnel responsibilities include meeting and serving the information needs of the library's user community; analytical thinking leading to the development of new systems to exercise initiative and independent judgment; to know about computers reports; and present ideas clearly and concisely in written and oral form that will enhance the workflow. In line with the specification of ALA and other library professional organizations, the core activities expected

in a standard library to sub-divisions such as technical division, readers services division, and information and communication technology are highlighted<sup>10</sup>. For university personnel to carry out their responsibilities of administrative, advisory, and technical services, techniques knowledge of library management and the ability to organize and work independently is needed<sup>11</sup>. The task performance of library personnel is relevant to the library's success in the daily administrative duties and the management of the university resources to ensure a conducive teaching environment. The task performance of library personnel is not enough to ensure that the library remains at the forefront of innovation. Employees who excel in task performance are expected to excel in contextual performance.

The pleasantness of the workplace environment is enhanced contextual performance, in which a worker supports his/her colleagues. Contextual performance includes the ability to see and execute what needs to be done even if it is not in a formal job description. The effects of contextual performance on the organization include issues that affect the readiness of individuals to perform with a valuable character that has an impact on the resources of the organization. The ability to be friendly, interactive, and accommodating is part of the job requirement of library personnel. With library automation, the line between library personnel roles and specific duties has become blurred, requiring that all library units work together to achieve the library's goal of creating easy access to information resources. Librarians need to support each other to ensure that no aspect of the job lags behind<sup>12</sup>. The performance of voluntary tasks that are unrelated to the assigned task of library personnel puts the library in a better position to achieve its main objectives.

In the university library, users are unable to distinguish between who plays which role so they may approach the first librarian they see for any request and they expect to be attended to.

Another scenario is library personnel who have less work to do in their unit offering to help out in other sections to help relieve the burden of colleagues and ensure that tasks are accomplished on time. Some are always willing to fill in for a sick colleague. Though they are not required to be high in contextual performance, employees can attend to users. A friendly atmosphere in the workplace is seen as a key contributor to productivity. Positive, friendly, compassionate, self-motivated, and being a source of motivation for colleagues are covered in contextual performance. The attribute is called organizational citizenship. Interpersonal relations, group dynamics, and systems analysis are some of the things that library personnel need to be trained in. The development of library services and the general perception of libraries and library personnel by information users may be adversely affected by studies suggesting that contextual performance may not be prominent in university libraries. As a result, it was suggested that training and development efforts should be intensified to ensure that library personnel is equipped with skills that enhance the effective library services <sup>13</sup>. The Contextual performance indicators include extra tasks, initiative, enthusiasm, attention to duty, resourcefulness, industriousness, persistence, motivation, dedication, proactivity, creativity, cooperating with others, helping, politeness, effective communication, interpersonal relationships, and organizational involvement<sup>14</sup>.

Task and contextual performance are regulated by comparable factors but to different degrees. Job performance explains a large portion of task performance variation, whereas the association with contextual performance is much smaller. Similarly, contextual performance is a subset of task performance primarily motivated by a desire to do a good job. They both contributed significantly to measurements level of overall job performance method unavoidable measures. Task and contextual performance are related but distinct and

considered when assessing employee, group, or organizational performance<sup>15</sup>. The third employee job performance construct is adaptive performance.

Adaptive performance is defined as employees' capability to adjust to rapid changes in work settings for a better understanding of the nature of job performance in the organization. In adaptive performance, the necessity to address employees' changes in the environment is shown. Improved capabilities and career success can be a result of adaptive performance. Organizational management, learning, and customer expectations can be achieved through adaptive performance among employees<sup>16</sup>. In university libraries, adaptive performance is required more than in any other organization. Information professionals provided unrestricted access to various formats of information. The library is now technology-driven with the new technologies changing the services provided by the libraries, such as online reference, instruction, document delivery, user-initiated library loan, and self<sup>17</sup>. Changes in the way and manner library services are rendered are caused by these technologies. It is beyond the capacity of any library school to equip students with the latest technology skills to manage an automated library. The use of technology in university libraries brings positive growth, but it also poses issues for library personnel to adapt its use to their professional offering to improve performance. The changes in technology put pressure on universities and their libraries to change their activities with international development, particularly in managing technologies and learning-teaching methods. University libraries are expected to support their parent institution in the creation of efficient learning environments that are in line with educational needs and develop organizational strategies to ensure individual improvement.

Adaptive performance is of paramount importance to Library personnel in university libraries to effectively play its role. The deployment of new technology will result in challenges for

librarians, and they need diligence, enthusiasm, and proactive behavior. Basic knowledge of technology and mastering emerging issues of library and information services providers can be acquired by library personnel with competent search engines, Internet facilities, e-mail, Internet navigator tools, web browsers, web file formats, database software, Internet development, and management know-how and human resources management. From the review so far, it can be seen that employee job performance can be viewed from a variety of perspectives, including task performance, contextual performance, and adaptive performance, all of these combine to make a high-performing employee. The majority of scholars focus on the task performance aspect of employee job performance according to the review of the literature. The implication of this approach is that study results may not show the whole extent of employee performance and it can confuse employers into thinking that all is well when there are underlying issues that have not been addressed. The performances of the whole library may not be enough for library managers who are expected to answer questions not just on individual performance but the whole library. They need to ensure that there is cooperation among the employees and that an enabling atmosphere is created for every staff to thrive and contribute to the achievement of the overall library objectives. Managers are expected to be forward-looking, it is important that they are concerned about how adaptive their subordinates are in case of the introduction of new technology<sup>18</sup>. The role of leadership in job performance cannot be over-emphasized.

### **2.1.2 Review of Job Motivation**

The Latin word for 'movere' is the root of the term Job motivation<sup>19</sup>. Job Motivation is defined as a decision and the level of effort a person puts in for the achievement of organizational objectives, it is understood that motivation is the commitment of the individual to achieve

organizational results<sup>20</sup>. Motivation can be referred to as a substance that controls the passion and effort put in for the attainment of the organization's objectives. Therefore, from various definitions, it is clear that the main concern when discussing motivation is to stimulate, guide, and maintain human behavior. In like manner, Job motivation can be seen as features of an employee contributing to the level of commitment towards a goal. This comprises multiple actions which trigger, direct and perpetuate an individual in a particular way. Furthermore, job motivation is the element that affects an organization's productivity level of job performance.

Job motivation is the process or drives to act in order to attain unsatisfied needs. It is the forces that control the directions and patterns of the workforce towards the level of commitment to achieving an organization's set goals.<sup>21</sup> There are various job motivational factors including monetary and non-monetary factors. The monetary factors are salaries, bonuses, and incentives, while non-monetary factors include: status, recognition, growth, working conditions, job security, proper promotion, and appropriate performance feedback among others. Failure in the aspect of libraries management in motivating the library personnel led to de-motivation this includes lack of adequate training of the library personnel, poor working conditions, poor remunerations, unfair staff training policies, inadequate promotion prospects, poor funding of the libraries are some of the major causes of de-motivation for librarians<sup>22</sup>. Other de-motivation factors are misuse of equipment, excessive wastage of resources, low output and productivity are some of the indicators of demotivation, Insubordination and a high degree of non-cooperation are always absent from work.

When the Library Personnel is not motivated, they are likely to spend little or no time on their activities and perform in a substandard way, this will lower the self-esteem of the library

personnel by the general public. The library personnel with the necessary skills to fulfill the ever-changing needs of the library will remain relevant in the twenty-first-century environment and the ability to operate in such an environment can motivate library personnel to perform better in their daily duties. Because of the importance of Job motivation to job performance, there are various strategies to motivate library personnel and get the best out of them to obtain the objectives sustainably. The strategies that can be obtained from management and human resources management literature include rewards and recognition, provision of the necessary facilities and equipment, creation of a conducive work environment, continuous training and development programs, regular promotion, and several others<sup>23</sup>. It has been shown in the literature that financial and non-financial incentives are the most effective job motivation tactics employed by organizations all over the world, including libraries.

Rewarding and recognizing employees can be accomplished through financial or social incentives. People that excel in their jobs should be rewarded with a raise or a bonus to recognize their achievements. Such an employee can also be publicly recognized for their outstanding performance, which will serve to drive other library personnel to perform even better. A decent income combined with fringe benefits is essential for motivating library personnel and reducing or eliminating the likelihood of intending to leave their jobs. When all of these elements are in place, the proper tools or equipment must be made available to library personnel for them to be able to perform their jobs efficiently.

Library personnel must employ modern technology to automate library processes to fulfill their responsibilities efficiently and effectively. Integrating technology into the library environment might help to encourage personnel; for example, it is quicker to locate books using OPAC than it is to utilize the card catalog which is more time-consuming. The

infrastructure required to support these technologies, such as power supply and appropriate internet speed should be in place. The issues of technological integration needed to be upgraded, therefore, there is a need to expose library personnel to continuous training. Most importantly, it is essential to create a conducive work atmosphere for librarians to feel at ease when performing their duties.

Conducive work environment in the library is a complex issue that library managers should look into as a way to motivate library personnel for optimal job performance. Some libraries lack basic facilities such as air conditioning, comfortable office furniture, and other things that can make life easier for library personnel at work<sup>23</sup>. There should be air ventilation to circulate fresh air. The furniture in the library should also be comfortable for library personnel to use. The work environment also includes the work atmosphere which has to do with the friendliness of colleagues, supervisors and others. Creating a pleasant, friendly environment can serve as a motivator for library personnel<sup>4</sup>. There should also be regular promotion for deserving library personnel<sup>23</sup>.

### **2.1.3 Concept of Leadership Style**

The title and actions of a group of interrelated actions are what the term leadership refers to. Leadership is a title that refers to an individual or group of individuals who are saddled with the responsibility of performing managerial functions such as planning, controlling, staffing, organizing, and leading the other employees toward the achievement of the organizational objectives<sup>24</sup>. How a leader handles managerial responsibilities is referred to as leadership it is a function of how they carry out the functions. The concept of leadership styles has given rise to this. Most scholars focus on how a leader performs his or her duties rather than who he or she is. The leaders are classified according to their leadership approach or leadership styles.

Leadership is the ability to manage relationships in a way that makes them work towards a common goal. To achieve organizational goals, leaders and subordinates influence one another. The ability to inspire people toward a common goal is a critical managerial function. Leadership positions need to focus on the development of their staff's values, level of motivation, and development of their abilities. As subordinate, environment strategy can help them achieve their goals, be creative, and adapt to new technologies<sup>25</sup>. Leadership directive relationship between organizations and job performance determines the values and cultural tolerance for change and job motivation of library personnel. It shapes the organizational approaches, including their efficacy and implementation. However, Leadership style is defined as the method and behavior employed by managers to fulfill their leadership role and empower library personnel to achieve the organization's set goals. Leadership style is how the director relates with the library in exercising their leadership role<sup>26</sup>.

In other organizations, leadership is essential. Librarians and staff are only able to do so much. Vision, direction, motivation, and inspiration are all provided by leaders. In times of transition, this is true. The libraries of the modern day are always changing. It can be difficult for individual library personnel to deal with emerging issues in librarianship caused by technological advancement and automation of library routines that were carried out manually in the past. Unless the staffs are willing and capable of adapting to the new system of working, the library may not see the expected dividend of investing in technologies. Library personnel with differing temperaments, orientations and cognitive abilities need to be convinced to participate in the activities, and how the leader carries out the duty of cajoling, motivating, ordering, and guiding employees to ensure that they always put in their best at work is called leadership style. The development of new leaders is important in today's university libraries<sup>26</sup>.

In organizations, a leader leads and influences people to follow that direction. The process of inspiring someone or a group to do their best to achieve the desired outcome can be seen as leadership. Creating a vision, motivating personnel, and securing their commitment are what this entails. The efficiency of resource allocation, utilization, and enhancement of job performance is influenced by leadership styles. Leadership means listening to people, supporting and encouraging them, and engaging them in decision-making and problem-solving processing.

Leadership is the ability that an individual possesses to persuade others to cooperate with him do whatever he says and influences the behavior of others in order to achieve organizational goals and maximize results<sup>26</sup>. To achieve the best results, organizations must manager who can discharge his duties effectively through application of appropriate leadership styles. There are various types of leadership styles in an organization, and each leadership style has its own unique set of benefits and drawbacks<sup>27</sup>. The ability to influence that arises outside of the formal structure of the organization is a result of a managerial rank in an organization. The informal structure of leadership is just as important as the formal one.

Leaders are important to an organization as a captain of a ship or pilots of an airplane. For both of them to safely and timely reach their destinations, there must be someone in charge who dictates the activities of others. Leaders are found at all levels of the organization and are not limited to management. Therefore, leaders influence everyone to reach the goals of their team and organization. A leader plays a central role in interaction and has authority over others' actions. The success and drawbacks of an organization can be accredited to leadership. It is usually based on status, authority, and seniority. The future interests of the personnel involved in the organization to formulate a vision are created by effective leadership. There

are three major approaches to the study of leadership. These approaches are the traits approach, situation approach, and behavioral approach.

The traits approach revealed that leaders are born with some special qualities and characteristics which a leader possesses that distinguish him/her from their followers and make them potential leaders. These qualities include courage, zeal, intelligence, self-confidence, etc. This is the origin of the term 'born leader'. The proponents of this approach believe that leaders are born, not made. The import of this approach is that there is no need for training and development, mentoring, etc. because it is already embedded in each person. This approach is inadequate to other approaches such as the situational approach and the behavioral approach.

The situational approach states that the leader determines the leadership style to be used through the way they operate. Effectiveness management is a function of the situation. The leader's behavior is isolated to know its effectiveness. The practice of categorizing leaders based on their work, philosophy, or attitude is based on the behavioral approach. Different leadership styles were recognized by the behavioral approach. Several leadership styles are demonstrated by leaders in politics, business, and other fields. The leader's intellectual capacity helps in the conceptualization of solutions and the acquisition of knowledge. Transformational leadership style, transactional leadership style, and laissez-faire are some of the leadership styles that have been identified in literature<sup>28</sup>.

The transactional leader operates based on assumptions. Employees don't want to do anything unless they are offered some rewards or threatened with punishment. The leader believes that he/she knows best and that his/her subordinates have to obey any order they are given because

they don't know any better. Employees are inherently unwilling to work hard so they have to be monitored and controlled to get the work done. The leadership style is effective in some organizations. Several high-profile business organizations have been produced by the transactional approach adopted by a lot of leaders in business organizations<sup>29</sup>.

A transactional leader ensures that the employee carries out their duties efficiently by motivating through reward for the employees who perform well and penalties for the lazy one. In general, transactional rulers set goals unilaterally and induce their subordinates to work towards the achievement of that goal through the promise of reward or sanction. This kind of style is distinguished by Personal control over decisions and little feedback. These leaders are known for their strict adherence to regulations and for making decisions on their own and they can make decisions and control their followers. Praise and criticism are important in transactional governance However, transactional leaders never take their followers' advice into account when making decisions and they necessitate complete authoritarian control over a group. The transactional leadership style should be discarded once the leader notices that employees become tense, fearful, or resentful. It is also not applicable where employees are experts who expect to have their opinions heard, they think that the transactional leadership style has its advantages, despite the stereotype that has been attached to it. Transactional leadership is one of the oldest styles of leadership focused on completing tasks. The leader gives direction and assigns tasks to subordinates and they are not needed to be appreciated by their followers. Transactional leaders use their position to pursue aggressive and visionary goals, and their power through organizational culture, press, and media to praise their initial success. A leader with expert knowledge or leader with authority that is unquestioned is best suited to the transactional leadership style. The leader's supremacy is ensured when tasks are

completed quickly. If followers are not properly utilized, they may become dissatisfied, which can have an impact on the results. The opportunity for the leader to push through his programs unimpaired and without any watering down has been associated with transactional leadership. There was no lengthy discussion during the meeting. There is always a high level of discipline when transactional leadership work and the advantages are just as important as the disadvantages. The rebellion against the authority figure can be caused by the concentration of power in one person and the lack of employee input. The leadership style gives no room for freedom of choice among the employees which may negatively impact their creativity and innovation. The adoption of a transactional leadership style can overcome the weaknesses of the transactional leadership style which focuses so much on the goals to be achieved by the leader<sup>31</sup>.

Transactional leadership is a leadership style that affects both organizational culture and individual behavior. The ultimate goal of transforming followers into leaders is brought about in its optimal state. According to scholars, this leadership style gives prominence to organizational success driven by all-round contributions from employees who are also made to understand that organizational success is also aligned to their individual<sup>32</sup>. Transformational leadership encourages employees to engage in the organizational decision-making process and take ownership of their activities. The leader and the team are helped by the transformational leader. Transformational leaders promote acceptance of group goals, offer a variety of forms of support for employees, and motivate people to pursue the organization's objectives by outlining the organization's prospects." When performing complex tasks, the leaders give helpful guidance. The leader has final authority over the decision, group members feel more involved in the process, and creativity is promoted and

rewarded, all of which are characteristics of transformational leadership. A lot of benefits come from transformational leadership, such as subordinates being encouraged to post their experiences which can result in better ideas and more innovative problem solving<sup>33</sup>.

Transformational leadership produces high-quality work. Many employees like the trust they receive and respond with cooperation and high spirit. Transformational leadership style which involves an open and regular means of communication between the leaders and their subordinates is very effective for most types of organizations as it brings about better output and higher productivity. It is easier for library staff to buy into the vision of the leader when they adopt the transformational and transactional leadership styles<sup>34</sup>. Creating effective channels of communication and feedback between the leaders and their subordinates is a sure way to motivate employees to give their best towards achieving the goals of the organization. Proper leadership styles are needed to achieve a level of productivity in libraries.

A transformational leader develops plans to help employees evaluate their performance, allows employees to establish their goals, encourages employees to grow on the job, and recognizes and encourages achievement. The transformational style is the most successful when used with highly skilled employees. When the decision to be made is time-bound or when the organization is operating in a field where delay can be critical, transformational leadership cannot be effective. There isn't enough time to get everyone's input. The decision-making process is time-consuming as each person would want to air their views and arguments and counter-arguments. The constant meeting to discuss every decision may eventually affect productivity, as well as the possibility that those people whose inputs were rejected during the brainstorming stage may become opposed to the eventual decision. In the library setting, a transformational leadership style is desirable as the librarians are expected to

have tangible contributions to decisions. The adoption of this style is at the discretion of the library manager who has to decide which approach best suits the situation and would yield the maximum benefit for the library. The Laissez Faire leadership style can also be considered by the librarian.

Laissez -Faire leadership style is referred to as a "hands-off manner" in English. it is translated as "let things be." To complete projects and jobs, coworkers need to be directed through projects and jobs in the manner of their choosing. This leadership style which is also called delegative leadership is widespread in organizations such as university libraries which consist of highly experienced personnel and is characterized by a low level of leadership participation. Once employees are equipped with the talents and resources needed to perform their tasks, they are left alone to resolve issues on their own<sup>35</sup>. This style of leadership inspires employee creativity and innovation that leads to job contentment. Even in university libraries, there are instances where library personnel may lack the essential expertise or experience to execute duties and make choices. Laissez-faire leadership may not be effective. Lack of supervision, feedback, and organizational structure results in inefficient resource usage, missed deadlines, and inability to achieve intended outcomes. It has been said that laissez-faire leaders don't care about the progress of their employees since they think they should look after themselves.

In the educational sector, where the leader and subordinates must involve in policymaking to ensure the organization's performance, there is evidence that this style of leadership is effective. This is a leadership style in which leaders do not want to take responsibility for their lack of leadership capacity on their own, and refuse to make decisions or be absent when necessary. It is said that leaders who subscribe to the laissez-faire movement don't take the

initiative and don't exercise their authority. It is an ineffective response from the leadership according to others. A pleasant working atmosphere is supported by this work style. It lowers the performance of the group. The decision-making process is being shifted to the team members with this type of leadership style. The leader doesn't value the team's ability to take on leadership responsibilities because the team is disorganized. The laissez-faire attitude is related to unhappiness, unproductivity, and inefficiency. Decision-making is approved by people who are willing to accept the consequences of their actions<sup>47</sup>

Laissez-faire is an example of Andrew Mellon. The American leader of the twentieth century was as confident in philanthropy and politics as he was in banking and commerce. He is credited with playing a role in the development of the American manufacturing sector, which includes the construction of massive oil, steel, and aluminum refineries. The Laissez-faire movement was represented by a man who believed in selecting qualified and knowledgeable personnel to operate businesses, but also in resisting government controls. The perceived leadership style and the actual position of the leader in an organization are different factors. The leader and the organization have smaller conflicts. If the difference between the perceived and desired styles of leadership is huge, it leads to a lower level of job satisfaction in the organization and harms the organization<sup>37</sup>. One of the biggest challenges for a leader is to make sure that their leadership style is low-key.

Leaders need to change their behavior based on the performance of their subordinates and even the emotional levels of their subordinates<sup>48</sup>. When the organization is engaged, there is not much need to motivate them because the leaders are required to adjust their behavior according to the needs of the organization. One of the challenges in implementing leadership styles in an organization is behavior change. The leadership psychological capital is impacted

by organizational psychological capital and team collectivism. To implement any leadership style effectively, the leader must also focus on the organizational psychological well-being and ensure that the organization is optimistic, confident, and resilient<sup>38</sup>. The leader needs to make sure that the subordinates follow the rules that are required of them. This can be difficult for the leader as the organization's situations could affect their psychological capital which is not under their control. The major challenges that leaders faced are the inability to overcome their own mistakes and handle the consequences of organizational disengagement which they later heavily paid for when implementing leadership style<sup>39</sup>. Taking action after considering these factors is a challenge<sup>58</sup>.

Managers are those who can motivate their subordinates to achieve maximum productivity. If leaders are to ensure productivity and efficient work delivery in academic libraries, motivation is of paramount importance. The objectives of libraries and information centers can be achieved with the help of librarians. Motivational librarians are more likely to be productive in the library. The motivation of librarians is vital to their ability to maximally contribute to the research, and learning activities going on in the university library. Motivated librarians become more productive in organizations because they are satisfied with their jobs. They add functions and services to the library<sup>40</sup>.

## **2.2 Theoretical Framework**

This study was underpinned by three different theories to provide a solid framework for the research and ensure the validity of the findings. The theories are; The Triarchy Model of

Employee Performance for Job performance (dependents variable); theory of The Full Range Leadership Model for leadership styles (independent variable) and Fredrick Herzberg-Hygiene Theory for motivation (independent variable).

### **2.2.1 The Triarchy Model of Employee Performance**

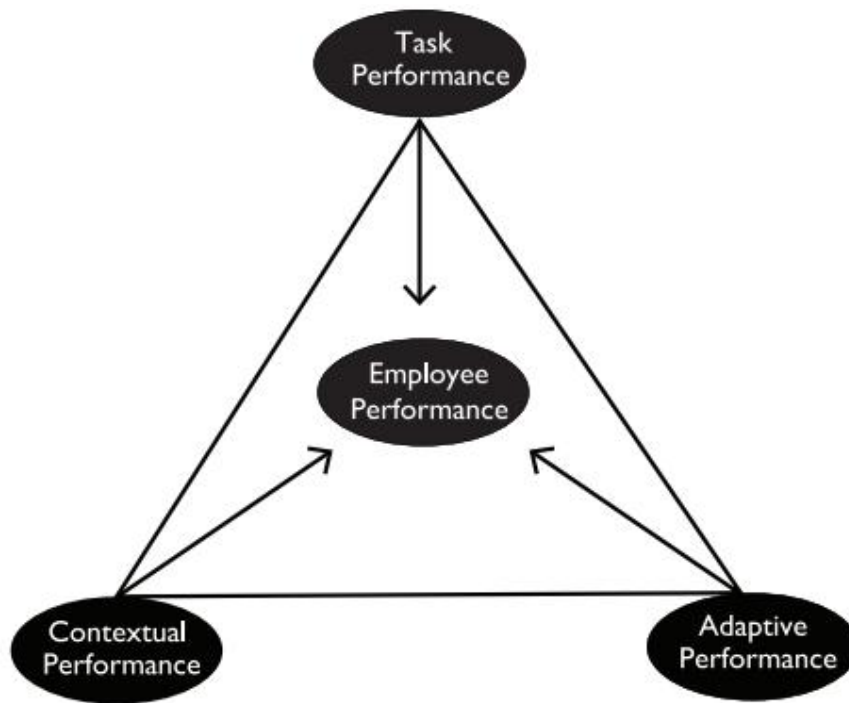
The Triarchy Model of employee performance was introduced by Rabindra, Pradhan, and Lalatendu 2016. The model measures job performance with three main constructs; task performance, adaptive performance, and conceptual performance<sup>41</sup>. The model agreed with the theories that performance is a multi-pronged idea and that one can differentiate the process aspect of performance, i.e., from an expected outcome, behavioral engagements. The results of an employee's work behavior are referred to as outcome and the actions employees take to complete a task are referred to as behavior.

Performance in the form of task performance consists of job-specific actions, such as core job obligations outlined in the job description. The selection, acquisition, organization, and dissemination of information are the core tasks for the library personnel in the university libraries. The tasks are done by personnel who are versatile. The application of technical knowledge to complete a task without much supervision, and the innate ability to do it, are some of the things that require greater cognitive ability. Ability and prior experience are the key factors in task performance.<sup>42</sup>. The fact that librarians are only considered professionals after they have a Master's degree in relevant field, the librarians have additional responsibilities based on their records. There are two categories for the execution of tasks in a university which include technical services and administrative services. The core activities of a typical library are charging and discharging, reference services, information retrieval, and

information literacy education. All of these are routines that require librarians to use their technical skills, which they have acquired through years of training. The leadership task is the second aspect. Managers are also librarians, who set goals, enforce appropriate performance standards, and encourage, and guide library personnel to complete a task are characteristics of leadership task performance. Job performance is the ability with which library personnel performs their core activities in which the library objectives and the university are realized while the organization and the person are rewarded proportionally.

Adaptive performance is referring to employees' capacity to adjust to and remain relevant in a dynamic work environment. When the job parameters change suddenly or drastically, it means that the employee can remain productive. After they achieve a certain level of skill in their assigned activities, library personnel try to adapt their attitude and conduct to the different demands of their job roles. Changes in information management and dissemination protocol are some of the unpredictable work conditions that affect adaptive performance. Library personnel have to adapt and adjust to the changes in technology as they occur, so they have to operate in a technology-driven environment. Library users are always changing their information needs and preferences. Adaptive performance is important to serve them better<sup>43</sup>.

Contextual performance is an attitude displayed by library personnel in the library. The characters anticipated by library personnel are included in the job description. Contextual performance is a behavior engaged by library personnel directed to a colleague while carrying out an organizational role<sup>70</sup>. Library personnel can fill in for an absent colleague. The reference librarians can help out for the circulation librarian when there is no one requesting reference services. The behavior that can make the workplace pleasant for others is called contextual performance.



**Figure 2.1: The Triarchy Model of Employee Performance**

### 2.2.2 The Full Range Leadership Model

The full-range leadership model was developed by Bass and Avolio in 1994. This model was an extension of the transformational and transactional leadership styles developed by James Burns in the 70s. The Full Range Leadership Model added one more style; laissez-faire to make it the three distinct leadership styles. The main assumption of the model is that there are three categories of leaders with distinct sets of qualities that correspond to their leadership styles<sup>44</sup>. The model also spelled out a key feature of each leadership style. Transformational leadership is described with factors such as; Attributed idealized influence; behavioral idealized influence, inspirational motivation; intellectual stimulation, and individualized consideration. Transactional leadership has three attributes which include; contingent reward;

active management-by-exception and passive management-by-exception passive. Laissez-faire leadership is characterized by 'denial of leadership responsibility (Fig 2.2). The first style of leadership is transformational leadership, which is the most advantageous and desirable form of leadership styles that library personnel can adopt. All of these are what distinguish transformational leaders from other forms of leaders and explain their success in modern organizations.

Inspirational motivation is when a leader builds confidence in subordinates and motivates them to have an intelligent purpose. To provide inspirational motivation the leader has to present the subordinates with a well-articulated what is to come, let them know what is expected of them, and ensure that he/she believes in what is being preached. Intellectual stimulation on the other hand involves encouraging subordinates to be innovative and not to be rigid. It can be in form of trying out new approaches or acquiring new skills. This is expected to lead to behavioral influencing in which the subordinates are made to see the organization's goals. The main strategy of the transformational leader is to make the employee see themselves as member of the organization.

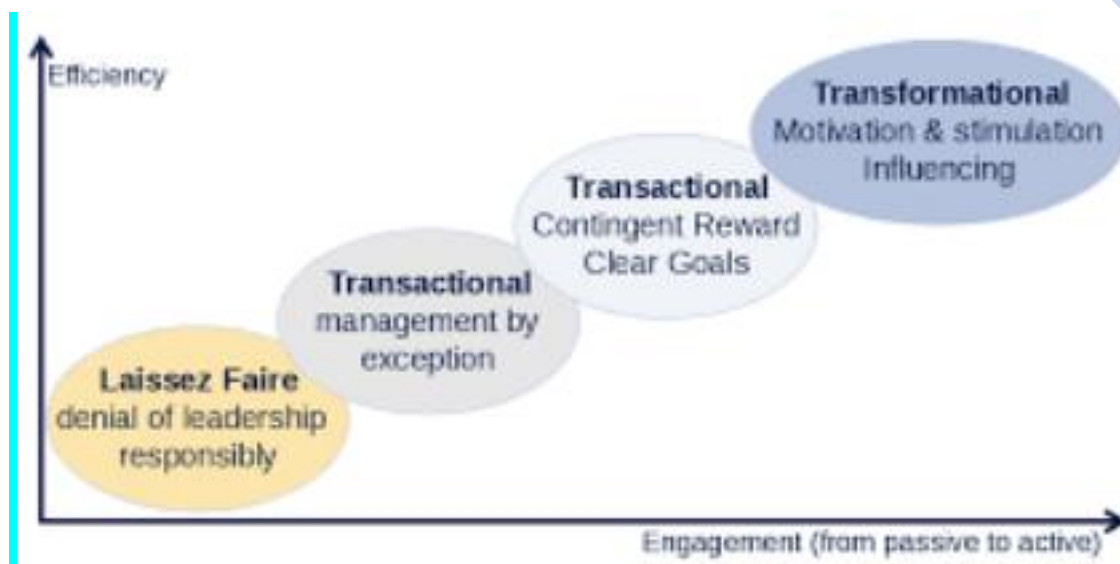
Individual consideration is a strategy in which the leader makes sure that all employees, irrespective of their abilities, are carried along during the process of change and decision-making. By considering that each employee has certain skills which others may not have and even the least endowed employee will have a specific area where they are good, the leader will be able to give every employee a sense of belonging by assigning them a task that is suited to their capabilities thereby ensuring that everyone performs to their best.

As related to the leadership style construct in this study, Library managers who adopt the transformational leadership style are characterized to create a great working environment, advocate for a common vision, mentor and guide their followers. These types of leaders can get library personnel working under them to provide the best information services and become some of the best information professionals through their expert guidance and motivation. This way, they ensure that the library's objectives are achieved in a way that is enriching for all library personnel.

Transactional leadership is the most prevalent leadership style in many organizations. In the context of the library, transactional library managers focus on monitoring, structure, and performance and employ both rewards and punishments, sometimes known as "carrots and sticks," to instill conformity among the library personnel. The transactional library manager is more concerned about how to achieve the objectives of the library rather than the welfare of library personnel. Under this kind of leader, it is the survival of the fittest with those who can deliver getting rewards while those who fail to deliver are severely sanctioned. There is often no room for collaboration or knowledge sharing.

Laissez-faire leadership is often regarded as the worst style. However, it is not always worse as it has its usefulness. In a university library where the laissez-faire style is adopted, people may observe a significant lack of leadership. What this kind of leadership entails is recruiting expert, knowledgeable staff, giving them basic orientation, and leaving them to perform their duties. Some university librarians can be seen as laissez-faire because they rarely involve themselves in the day-to-day running of the library. Each library at various units in the library has its responsibility which it must carry out. Consequently, laissez-faire executives typically only intervene in firms when conditions deteriorate<sup>45</sup>.

The full-range leadership theory is regarded as an explored paradigm in the field of leadership. In addition, this theory has demonstrated a high degree of predictive validity for a variety of leadership outcomes, including leader performance and effectiveness evaluations, as well as follower satisfaction and motivation.



**Figure 2.2: The Full Range Leadership Model**

### 2.2.3 Fredrick Herzberg Hygiene Theory

Frederick Herzberg's Hygiene Theory was developed in 1959. Also known as the Two Factor Theory of Job Motivation. The model measures job motivation by two main constructs; hygiene and motivators both are the factors in the workplace that cause job motivation or dissatisfaction respectively<sup>46</sup>. The hygiene factors include salary, supervision, management policies, working conditions, interpersonal relations, and job security. The motivators include growth opportunities, responsibility, recognition, advancement, and achievement. According to the theory, the factor that causes job satisfaction is termed 'motivators' while the factors that lead to dissatisfaction are also identified and referred to as 'hygiene factors. Both factors

drive the desire of library personnel to continue working for a particular library with the assurance of growth and development. The Hygiene factors that can affect job motivation among librarians include company policy, Physical workplace (workplace environment), salary, fringe benefits, job security, status, working conditions, and supervision, among others, this makes the job environment friendly and the library personnel comfortable in his job.

The theory states that the motivators and hygiene factors are not the same. Even if hygiene factors are provided, they don't necessarily lead to job motivation. Motivators must be present to promote job motivation. The theory states that for library personnel to be truly satisfied and perform above minimum standards, motivators had to be built into the job. The hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment. Recognition and achievement make library personnel more productive. Hygiene factors are needed to maintain effective library services while motivators are needed to stimulate innovative library services. The main implication of this theory is that library personnel have to be satisfied and perform beyond minimum standards to keep their jobs. Herzberg's theory has led to the modern interest in the design of jobs and to what is called job enrichment where the task is enriched with motivators such as responsibility, challenges, and recognition<sup>47</sup>.

Frederick Herzberg carried out studies to determine which factors in an employee's work environment induced satisfaction or dissatisfaction. Frederick Herzberg conducted studies to find out which factors in an employee's work environment make them happy. Accountants and engineers were further analyzed in the light of job content and contest. He realized that the factors which the individual likes most are achievement, promotion, recognition, work itself, responsibility, advancement, and growth.<sup>48</sup>. When the hygiene factors are not present in

the job, there is always unhappiness. The factors may not increase job motivation when available and knowing the needs of library personnel will help library managers understand how to motivate them.<sup>49</sup> it is opined that employees with high-paying jobs are not motivated with money alone as this does not provide enough incentive as a motivator for job performance. To motivate employees, organizations need to look beyond monetary rewards<sup>50</sup>.

In the context of university libraries, library personnel may not be motivated by their pay but they may derive satisfaction from being able to meet the information needs of users, guiding a new student in the use of the library or electronic resources, or finding information resources that users have lost any hope of finding. Library personnel's job motivation can also come from being recognized by their superiors, institution, and even colleagues for a job well done. Furthermore, as it has been pointed out in other studies, the work environment in which library personnel operates can also serve as a motivator or demotivator depending on how conducive and healthy the environment is.



### **Figure 2.3: Herzberg's motivation theory**

## **2.3 Review of Empirical Studies**

This segment deals with the findings of various empirical studies relating to the objectives of the current study. The literature reviewed covers the dependent and independent variables as well as their associated constructs.

### **2.3.1 Job Motivation and Job Performance of Librarians**

Scholars have conducted studies to evaluate the job performance of library personnel from all over the world and the findings have varied just as the location and the types of libraries were different. The influence of organizational factors on library personnel's job performance was examined by researchers from South-south Nigeria. The study adopted the Value-based Performance Scale to gather opinions on performance. According to the study, job performance is an indicator that job performance is high among the library personnel surveyed<sup>51</sup>. A study was done on the job performance of librarians. The design of the survey was adopted by the researchers. The Federal university libraries were included in the study. The technique of total enumeration was used. According to the data analysis, the job performance of library personnel is average at an overall mean score of 2, The quantity of work output is the lowest score of 2.69<sup>4</sup>.

The influence of the work environment on the job performance of librarians in public universities South-West was investigated by a group of researchers. The questionnaires were used to get information from librarians. The data were analyzed using several methods. There is a level of significance. According to the result on job performance, librarians in South-West, Nigerian Universities are not satisfied with their level of performance, with 60 percent of

them reporting that performance can be rated as fair. Most of the respondents believed that they are unable to contribute as much as they would like to the growth of the library. A larger percentage of them can only be rated as fair as the respondents' ability to attend promptly to users' requests is not too encouraging. The minimum requirements for promotion in terms of research productivity were not met by the librarians. 52 percent of people think their research productivity is fair, but 28 percent think it's lower and 20 percent think it's high<sup>52</sup>. Enhancement of performance in any organization is dependent on motivation. Every leader tries to motivate his or her employees.

The literature shows that the process of motivation can help employees. Employees need to be highly motivated to achieve their goals. When employees have high motivation, they will be able to serve their customers willingly and deliver quality service. Customers will be happy with the service they are receiving. The way employees feel about their work will affect the organization's performance. The motivation of library personnel can improve the quality of library services. The researcher states that performance is dependent on three factors: ability, environment, and job motivation. A training program or transfer to a simpler job can be used if there is a deficiency in the employees' skills and capacity to perform a given work. Equipment and resources are referred to as the environment. Managers should make sure that their staffs are happy at work. As customers are satisfied, the image of the library will improve. Quality services can be delivered if library personnel are motivated<sup>17</sup>.

Researchers assessed the impact of job motivation on the performance of para-professional library personnel. The data was collected using the survey method. Fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training were some of the main strategies used to motivate paraprofessional library personnel.

Satisfaction is the final result of job motivation. The implication of this is that a highly motivated employee is said to contribute more to achieve organizational goals and in turn is satisfied with his or her achievements/rewards from doing so; hence job motivation is highly related to job motivation. The hostile work environment is seen as a demotivation factor in the workplace.

Researchers found that compensation management affects job motivation in Nigeria. Financial motivation such as salary, regular promotion, and other fringe benefits, and non-financial motivation such as a good working environment are important factors in determining the motivation of library personnel<sup>54</sup>. The impact of rewards and motivation on job motivation in Saudi Arabia was investigated by the author. The relationship between rewards, motivation, and job motivation was tested by regression analysis. The findings show that rewards have a positive effect on job motivation. If personnel are adequately and fairly motivated by their employers, they can increase the level of performance in any organization. Three major factors influence the performance of library personnel: employee ability or competence to perform any given task, the amount of effort exerted to perform such tasks and the level of organizational support that individual employees receive. If their working conditions are improved, librarians will be more effective in their information processing and dissemination duties.

According to scholars, working condition refers to all the circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibility, organizational climate, and workload<sup>55</sup>. Library personnel who have a negative perception of their working conditions are more likely to be absent from work, have stress-related illnesses, and their commitment and performance will be low. Lack of adequate productive related

workplace environment could result in poor service delivery, since the provision of adequate related working conditions and workplace environment can enhance the retention of experienced manpower, with the adoption of new methods and technologies in the production of goods and services in the organization leading to high-level performance of employees. It will lead to high turnover among library personnel. It is expected of the university authority to create a friendly and peaceful working environment that would allow library personnel to comfortably increase their information delivery roles to all information seekers within the university community.

The influence of Motivation and Leadership Style is investigated by sample using a purposive sampling technique, instrument analysis of data using multiple regression analysis, and the aid Partial Least Square program. The results of the study lead to a positive relationship. The result is motivation and style of leadership. Job performance consists of a set of employee behaviors that are perceived to agree with organizational goals<sup>56</sup>. Job performance consists of a set of library personnel behaviors that are perceived to agree with organizational goals that can be measured, monitored, and assessed as an achievement at an individual level <sup>57</sup>. The library's success is related to the library personnel's job performance. The results of a self-rating questionnaire on the levels of the job performance of library personnel in universities in one region of Nigeria were presented in this study. The study collected data from over 200 people in 21 universities. There were tables with the data presented. The level of the job performance of library personnel in universities in South-East, Nigeria was high according to the study. According to the study, library personnel had high job performance. It was recommended that library personnel get regular training or acquire new skills so that they would be able to meet the demands of the challenging library work environment.

A study was done on job motivation and job performance to improve the effectiveness of library personnel. Interviews and questionnaires were used to collect data. According to the findings, the financial method is the most popular way of job motivation. Reward systems that include job enrichment, promotions, awards, and monetary, and non-monetary compensation were considered. The most important factor in motivating library personnel is motivation. Another researcher in Nigeria highlighted the importance of job motivation to job performance. Personnel worked harder because someone took an interest in what they were doing when they were in a test group. The study concluded that personnel participation, type of supervision, morale, and satisfaction are all important<sup>58</sup>.

The importance of job motivation to employee job performance was highlighted by a researcher in Nigeria. The researcher found that personnel worked harder because someone took an interest in what they were doing when they were in a test group. The study concluded that worker participation, type of supervision, morale, and satisfaction are important factors in determining output<sup>59</sup>. A study found that monetary incentives did not increase job motivation<sup>60</sup>. Financial incentives alone may not lead to job performance. The library personnel's motivation was affected by production standards, job performance feedback, and monetary incentives. The psychological effects of job content, the matching of jobs to individual needs, the appropriateness of reward systems, and the use of performance appraisal and salary evaluations are some of the areas of concern for management. Organizational functioning is related to all of them<sup>61</sup>.

The goals and objectives of the library and the university are dependent on the job performance of library personnel. Employees who give their best service are more likely to be motivated. To perform well, library personnel need to be well-motivated. There is a paper

about the role of job motivation on employee performance<sup>62</sup>. The study discusses the concept of job performance, the components of job performance, factors that influence job performance, and their roles in the job performance of librarians in public university libraries. Motivational factors that can enhance library personnel's job performance are the work environment, impartial reward system, and employee empowerment. The rewards system helps employees to acquire work skills. The data was collected using questionnaires. The variables in the population were shown in tables and graphs. The mean for salary evaluation, bonus, benefit, promotion, recognition, career, responsibility, and learning opportunity is from a low to a high according to the result. According to the responses on salary evaluation, benefits, promotion, and career advancement, employees consider this factor slightly more important than other factors. The variables have different responses to the standard deviation of promotion and responsibility. Library personnel were shown how to respond to reward systems. Reward systems affect employees. The reward system of companies should be improved<sup>63</sup>.

The erosion of public confidence in banks is a result of the inadequacy or inappropriateness of job motivational strategies that have beclouded the banking industry subsector over time. The survey design was descriptive. The research hypotheses were tested using Pearson Product Moment Correlation. 0. According to the findings of the study, there is a relationship between staff motivation strategies, the attraction of skilled labor force, labor turnover, and fraud incidences in the banking industry. Negative tendencies have eroded public confidence in the banking business. The design of appropriate motivational strategies that can arrest these negative tendencies in the banking industry becomes a matter of urgent attention according to the study<sup>64</sup>. The study looked at factors that increase the job performance of workers in the

working environment, a sample of the selected bank is considered, and information was collected from different individuals. The data was analyzed using simple percentages and mean scores. The correlation between the ANOVA and the performance of the workers in the Bank shows that both job motivation and job satisfaction have an impact on their performance<sup>65</sup>.

The productivity of librarians is affected by job motivation. A quantitative research approach was used. Library professionals worked in central libraries of different degree-awarding institutions and universities of Punjab and Islamabad as part of the study. Descriptive and inferential tests were used. The results show that librarians are good motivators. The relationship between job motivation and job productivity was found in the study. The results show that all of the respondents have the same perception of the effectiveness of work motivation. Personnel are encouraged to work hard. The findings can be used to improve work performance<sup>23</sup>.

The role of university authorities in motivating the job of library and information science professionals working in a different organizational climate of selected eight state universities a survey was given to librarians. The mean opinion score is above average as the significance level of the test is less than 0. There is a new date for this. All the professionals have the same opinion about the role of universities in motivating their job. The motivation of the university authorities will improve the organizational climate, and the progress of the library environment and its services, and create professional development among library professionals<sup>66</sup>.

Quantitative survey data was used by the researcher to examine the levels of job motivation of library employees at Kuwait University. Participants agreed that their needs were being satisfied at each of the five levels of Maslow's hierarchy; they reported higher levels of satisfaction with their self-actualization and social needs, this research contributed significantly and in various ways to understanding job motivation in a library setting. The hierarchy of needs theory has been criticized. The study used a theoretical framework to explain the levels of job motivation.<sup>67</sup>

A group of researchers examined the job performance of librarians. The data was collected from over 200 people in 21 universities. There were tables with the data presented. The level of the job performance of librarians in universities in South-East, Nigeria was high according to the study. According to the study, librarians had high job performance. It was recommended that librarians get regular training or acquire new skills so that they would be able to meet the demands of the challenging work environment<sup>13</sup>.

The study was conducted in Nigerian Public Universities to examine the essentiality of motivation in enhancing the effectiveness of librarians in Nigerian public universities. It adopted correlation survey research design. Its population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed that motivation is necessary in enhancing job performance of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, motivation level of librarians in university libraries was high. It was recommended that university library management should continue to promote values such as improved employee recognition,

good leadership style and improved employees' motivational programmes that would increase productivity of its workforce. Contribution/ Originality: This study contributes in the existing literature on impact of motivation on the productivity of librarians in the public university libraries. This study uses correlation survey research design. The study originates effect of motivation in boosting and sustaining the productivity of librarians. This study documents motivation and productivity of librarians<sup>68</sup>.

Libraries, especially those in higher institutions of learning serve as the knowledge bank of the society and are expected to generate, harness, disseminate and preserve knowledge for their immediate environs and the world at large. Achieving this objective is however not feasible without high performing workforce. Librarians' job performance is critical to achievement of goals and objectives of the library and the university as a whole. Motivated employees are more likely to give their best of service. Therefore, for librarians to perform optimally means they must be well motivated. This paper highlights the role of motivation on employee performance generally and on librarians' job performance in particular. Drawing from extant literature, the paper discusses extensively the concept of job performance, the components of job performance, factors that influence job performance, intrinsic and extrinsic motivations and their roles in the job performance of librarians in public university libraries. The paper concludes that conducive work environment, impartial reward system and employee empowerment can motivational factors that can enhance librarians' job performance. Recommendations were advanced for management action<sup>69</sup>.

In North-East Nigeria, Job Performance of Librarians in Federal University Libraries was investigated. This study aimed to find out the influence of motivational factors on job performance of librarians in Federal University libraries in North-East Nigeria. Survey

research design was used in this research. The population of the study was 275 librarians from the six Federal University libraries in North-East Nigeria. Total enumeration technique was employed. A validated self-constructed structured questionnaire was used for data collection. A response rate of 61% was achieved. Data collected was analyzed using descriptive. The findings revealed descriptively that librarians' job performance was moderate at an overall mean score of 2.80 on a five point Likert scale with quantity of work output being the least score of 2.69. The extent to which librarians were motivated had an overall mean score of 2.00 which showed a low extent of motivation on a five Likert type scale. The most prevalent motivational factor is compensation (Mean = 2.07) while recognition of librarians was  $X=1.87$ , which indicates that librarians in these institutions were not recognized. The study concluded that motivational factors in these federal university libraries in north-east Nigeria were low, therefore recommending that there should be an increase in the extent of motivation management of the library. Also, there be encouragement to improve performance of librarians in the libraries by the management of the libraries and the institution at large<sup>70</sup>

Academic library managers need to understand the work motivation of their staff and what inspires librarians to maximum productivity and enthusiasm as well as what prevents them from striving to achieve excellence. In a literature search, the authors found only one previous study of the work motivation of librarians in Vietnam, indicating a need for further research in this area. Using a self-designed questionnaire based on Abraham Maslow's hierarchy of needs, the authors surveyed and interviewed 220 librarians who work in 78 libraries to find out what factors affect their job motivation. The study also points out differences in motivations between academic librarians and other librarians and makes recommendations to help library managers improve staff performance<sup>71</sup>.

### 2.3.2 Leadership Style and Job Performance

In Pakistan, research was carried out on Leadership Styles and Employees' Productivity. The main purpose of this research study is to examine leadership styles (autocratic, democratic and transformational) containing along with employees' productivity in carefully chosen public university libraries of Sindh Province. So, for this purpose, the descriptive survey design is used in this study along with the nature of quantitative research methodology. The overall population for this study is comprised of two main public universities of Sindh, Pakistan. 1) University of Sindh, Jamshoro; 2) Mehran University of Engineering and Technology (MUET) Jamshoro, Sindh Province, Pakistan. The sample size for this study containing a total of thirty-one (31) library employees called librarians, which signifies the total population of academic employees called librarians in the institutes considered, was used. Data was collected through a structured questionnaire survey. The sample size for this study was thirty-one (31) respondents. Data was analyzed through SPSS software by using different statistical techniques likewise frequency, percentages, mean and standard deviation. Results for this study revealed the implementation of autocratic, democratic, and transformational leadership styles by means of the University library employees called librarians. The transformational style of leadership is largely accepted followed by democratic style. This study consistently concluded that the leadership styles of university library employees distress the efficiency of the employees under their supervision. This research study also endorsed that the formation of a better working environment, along with the adoption of good leadership styles that will absolutely develop the responsive relationship amongst the head of departments of all libraries with their subordinates<sup>72</sup>.

Leadership style has often been considered as one of the vital factors that can enhance employees' commitment and it is seen as the live wire for the attainment of organizational goals. Although research has focused on the nexus between leadership styles and employees' commitment, little consideration has been paid to identify the influence of demographic variables on the nexus between leadership styles and employees' commitment in Nigeria, thereby leaving a gap. It is based on the foregoing that this article examines the relationship between leadership styles (transformational, transactional, and laissezfaire leadership) and employees' commitment and also identify the influence of demographic variables on the relationship between leadership styles and employees' commitment in Lagos State Civil Service Commission of Nigeria. The survey data were collected from the employees of the organization, and the Statistical Package for Social Sciences (SPSS) version 22.0 was used for the statistical analysis. The results show that there is a significant medium positive relationship between transformational leadership style and employees' commitment, whereas transactional leadership style shows an insignificant small negative relationship with employees' commitment. In addition, laissez-faire leadership style has an insignificant small positive relationship with employees' commitment in the study context. The study, therefore, recommends that employees' commitment is more likely to be achieved when the appropriate leadership style is adopted and specific demographic variables like gender, age, marital status, academic qualification, and employment status are taken into account regarding the role they play in the relationship between leadership styles and employees' commitment of Lagos State Civil Service Commission of Nigeria<sup>73</sup>.

Leadership is key to good performance since it coordinates both utilization of human and other resources in the organization, good leader motivates employees and motivated

employees does not only increase his or her job performance and commitment within an organization, but also goes beyond the job requirements thus increasing the organization's general performance and making it more profitable. The aim of this study was to explore the relationship between the leadership styles and performance of the Turkana County. The study adopted a mixed method approach and employs an exploratory survey design. Questionnaires were used to gather data from the employees Turkana County. Simple and multiple Regression Analysis was used to determine whether a relationship exists between the independent and dependent variables. On the other hand, qualitative data from the interview guide was analyzed by content analysis; this involved selecting and grouping the data according to emerging themes in line with objectives of the study. The study revealed that there is no perfect leadership style but according to this study the following leadership styles influenced employee's performance; affiliative leadership 49.5%, authoritative leadership style 52.2% of employee's performance and therefore it was concluded that the two leadership styles influences county government employees style in Turkana County and therefore the two styles should be adopted and not each style on its own<sup>74</sup>.

Another set of objects. Purposive sampling technique was used to measure transactional, transactional and laissez-faire leadership styles, a subordinate's perception of his/her superior's leadership style was collected by reviewing the multi-factor leadership questionnaire<sup>17</sup>. The researchers created questions to measure the impact of transactional leadership style. Descriptive analyses of demographic information were used to analyze the data. Linear regression and Pearson correlation were used to test the hypotheses. According to the study, universities that want to achieve better performance from their employees should try to exhibit more transactional and transactional leadership styles. In order to develop the

leadership capabilities of employees, universities should implement leadership training and development programmes<sup>75</sup>.

Similar findings were also reported by researchers who explored the relationship between leadership style and job motivation, the primary data collected was subject to both descriptive and inferential statistics. There is a statistically significant relationship between job motivation and classical, transactional, and organic leadership styles, and there is no significant relationship between visionary leadership style and job motivation. The results found a correlation between leadership style and job motivation, as well as a correlation between leadership and number of years of experience<sup>76</sup>. A researcher from Delta state, Nigeria conducted a study to determine the role of leadership style on the job performance of university library personnel in the state. a random group of 94 people was surveyed. There are five university libraries in the state. The leadership measurement and scales were used to conclude the leadership tendencies of library personnel. There are four leadership styles in the libraries of Delta State<sup>68</sup>. In a previous study, it was found that transactional, transformational, and laissez-faire leadership styles are found in the south-south universities of Nigeria. The flexibility of the librarians regarding these leadership styles is what makes the amount of training and conferences regularly organized and attended by these librarians. Recent understandings of the importance of involving subordinates may have contributed to the overexpression of these leadership styles.

Researchers from Delta state equally determined the influence of university librarians' leadership style on the job performance of professional librarians in university libraries in the North Central Zone of Nigeria. The major findings of the study showed that: The librarians in the North Central Zone of Nigeria adopted more of a transformational leadership style. This is

followed by the bureaucratic leadership style less laissez-faire leadership style and far less transactional leadership style. The study showed that the job performance of professional librarians is not influenced by the leadership style of university librarians<sup>75</sup>. The study found that transformational leadership style has a positive influence on library personnel job performance. Workgroups that were very productive and had high levels of motivation are typical of this style of leadership. The researchers recommend that heads of university libraries should be encouraged to adopt a transformational leadership style since it yields higher results in the job performance of subordinates and consequently users' satisfaction with library services<sup>77</sup>.

The impact of University Librarians' leadership styles and productivity was investigated in a related study. Frequency counts, simple percentages, mean scores, and standard deviation were used to analyze the data. The adoption of leadership styles by the University librarians was shown in the findings of the study. The transformational style was adopted the most. The rate of staff productivity was found to include the ability to work till closing hours, efficient interaction with users, and bringing new ideas into the library, among others. High staff productivity is one of the ways the leadership styles of librarians affect staff productivity. There are a lot of factors that affect productivity. The study concludes that University librarians have leadership styles that affect productivity and recommends the creation of a good working environment and good leadership styles that promote a good relationship between heads of libraries and their subordinates<sup>77</sup>. A group of researchers conducted a study to determine the effect of leadership styles on job performance. The work environment and leadership style affect job performance according to the regression analysis. The impact of different leadership styles on the performance of university employees was discovered by

Nigerian researchers<sup>44</sup>. According to the study, transformational leadership styles contributed more than the other two due to their ability to share decision-making amongst subordinates. The researcher thought that ineffective leadership might harm output<sup>78</sup>.

The impact of leadership styles on librarians was investigated by researchers. The study used the ex-post facto research design, which utilized the non-probability sampling technique, involving purposive and accidental sampling, and data was generated through a questionnaire and analyzed using both descriptive and inferential statistics. After the research question was answered, the hypotheses were tested. The effectiveness of librarians is affected by leadership styles. Professional librarians should use a transformational leadership style to bring about good service delivery, effective performance, and enhanced productivity<sup>79, 80</sup>, there is more than one set of objects. The purposive sampling technique was used to measure transactional, transactional, and laissez-faire leadership styles, a subordinate's perception of his/her superior's leadership style was collected by reviewing the multi-factor leadership questionnaire. The researchers measured the impact of the transactional leadership style. Descriptive analyses were used to analyze the data. Linear regression and Pearson correlation were used to test the hypotheses. According to the study, universities that want to achieve better performance from their employees should try to exhibit more transactional and transactional leadership styles. To develop the leadership capabilities of employees, universities should implement leadership training and development programs<sup>81</sup>. The primary data collected was subject to both descriptive and inferential statistics, similar findings were also reported by researchers who explored the relationship between leadership style and job motivation. There is a statistically significant relationship between classical, transactional, and organic leadership styles and job motivation. There was a correlation between leadership style

and job motivation, as well as a correlation between leadership and the number of years of experience<sup>82</sup>.

A study examined the power of job motivation and job performance as a tool to enhance library personnel effectiveness in the discharge of their duties and highlighted the role of motivation in enhancing job performance. Interviews and questionnaires were used to collect data. The two hypotheses used for the research were correct. According to the findings, the financial method is the most popular way of job motivation. The importance of motivation in reward systems is what motivates University library personnel<sup>83</sup>.

The role of leadership style on the job performance of library personnel was looked at by researchers. The leadership measurement and scales were used to conclude the leadership tendencies of librarians. The criterion mean is 2. The coordinating heads of these libraries exhibited the most dominant and overwhelming leadership styles. There was a low relationship between leadership style and job performance. According to the study, the effectiveness of university libraries could be dependent on the managerial expertise of the head librarians and they should have leadership training regularly. To objectively collect information from the respondents, the paper adopted a survey research design. The study used total enumeration. The data was collected using a self-developed, validated, pretested Cronbach's alpha reliability coefficient and the results revealed that librarians/library managers do not exhibit or adopt the transactional and laissez-faire leadership style. The performance of library personnel in the universities was very good. There was a correlation between leadership style and job performance. It was recommended that librarians use a mixture of transactional and transformational styles of leadership in their library

administration to enhance better job performance among library personnel and that the use of a laissez-faire leadership style should be discouraged by librarians<sup>84</sup>.

Researchers examined the role of leadership style on the job performance of library staff. The leadership measurement and scales were used to conclude. The criterion mean is 2. The coordinating heads of the libraries had overwhelming leadership styles. The relationship between leadership style and job performance was low. According to the study, the effectiveness of university libraries could be dependent on the managerial expertise of the head librarians and they should have leadership training regularly. The paper used a survey research design to objectively collect information from the respondents. Total enumeration was used in the study. The data was collected using a self-developed, validated, pretested Cronbach's alpha reliability coefficient and the results revealed that librarians do not exhibit or adopt the transactional and laissez-faire leadership style. The library personnel in the universities did a good job. There was a correlation between leadership style and job performance. It was recommended that library personnel use a mixture of transactional and transformational styles of leadership in their library administration to enhance better job performance among librarians and that the use of a laissez-faire leadership style should be discouraged by librarians<sup>85</sup>.

The study investigated to establish the relationship between leadership styles used by top management and how they motivate middle management managers. Two techniques are used by the Civil Aviation Ministry in Egypt. The purpose of the study is to find out which style is being used. The research instrument was used to collect the data. The top managers in MOCA use a transactional style of leadership that reacts to their job motivation more than the other way around<sup>79</sup>. The leadership style adopted by university library personnel is transformational

and laissez-faire and this has a lot of influence on how dedicated, devoted, and committed the library personnel are to their work in the library. It was recommended that university library personnel put into consideration several issues before adopting a particular leadership style as this will either make or mar the effort of the leader towards achieving the overall goal of the library which is to satisfy the information needs of its users<sup>86, 87</sup>.

At the Regional secretariat of the Mentawai Islands Regency, the influence of leadership style and work environment on performance with job motivation and job satisfaction is an intervening variable. Random sampling is used. Path analysis is used for hypothesis testing. The leadership style had a significant influence on job motivation, the work environment had a significant influence on job motivation, and the leadership style had a significant influence on job performance. Job motivation has a significant influence on job performance, Job motivation has a significant influence on job performance, job motivation as an intervening variable gives a significant influence between leadership style and job performance, and Job motivation has a significant influence between the work environment and job performance<sup>88</sup>.

An empirical review examined the effects of motivation on job satisfaction and performance of librarians in the University of Ilorin Library, as well as data collected using a questionnaire and analyzed with simple percentages and Frequency tables. Motivational factors such as an opportunity for promotion, good working conditions, and involvement at work, promotion, and financial reward affect job performance and satisfaction according to the findings. The study found that motivation is the most important factor in determining staff performance. Ensuring well-set library goals, salary increments, the existence of an opportunity for training,

sincere and annual appraisal, concrete job description, and opportunity to participate in decision-making are some of the things the study recommended<sup>89</sup>.

The study examined the effect of motivation on performance. A research design was used. The employees of Pam Golding Properties were included in the study. The study used a variety of methods to rate the importance of motivational factors. The package was used to analyze the research. The management of Pam Golding Properties used motivational goal setting. Despite being specific, the management allowed the employees to be involved in setting goals. There is a lack of regular training for employees to improve their skills and knowledge. During on boarding or to achieve their goals, there wasn't a mentorship program. Training programs should be implemented by the management. Employees at Pam Golding Properties were dissatisfied with the monetary package provided by the organization. When compared to other real estate organizations, the payment received and benefits package was not seen as being competitive. The study concluded that money was a motivator for the personnel and that the company should increase the monetary and benefits package they give, but they were not effective in motivating employees to perform. The current recognition and reward programs were seen as unfair by the employees. Management should re-engineer the current recognition and reward program to change the perception of personnel performance<sup>90</sup>.

A study was conducted to investigate management styles and job performance in small-scale business enterprises. Six research questions were formulated. The design was adopted. The sample size was selected using a formula. Data was collected using the Management Styles Questionnaire and Employees Performance Questionnaire. The instruments were tested to be reliable using Cronbach Alpha and a coefficient of 0.90 were obtained. A total of 373 copies of the questionnaire were retrieved. Pearson Product Moment Correlation was used to answer

the research questions. The results of the analysis of the research questions showed a positive relationship between management styles and job performance, except for transactional and laissez-faire management styles. The result showed that the participative management style was more positive for employees than other management styles. Operators of small-scale business enterprises need to involve their employees in decision-making so that they can improve their performance<sup>91</sup>. Conflict management practices in Nigerian universities are being investigated. A qualitative research design was used. The cultural values that influenced the choice of authoritative, transactional, and transactional leadership styles were found. Results show how Nigerian academic institutions are bureaucratic. Conflict management and work engagement practices were influenced by some context-specific rules. The study suggests that policy and practice can affect the direction and development of effective leadership<sup>91</sup>.

### **2.3.3 Job motivation, Leadership Styles, and Job Performance in University Libraries**

Job performance may not depend on an individual factor but a combination of several factors which may determine whether an employee will reach the target set by the employer and contribute effectively to the achievement of organizational goals. In line with this, researchers have also investigated multiple factors concerning job performance. In one of such study conducted in Germany examined the relationship between leadership styles, motivational stances, and job engagement. The study adopted a survey research design. A convenience sample of 128 people was used in the study. Participants from 28 different nations were sent questionnaires via email to gauge their opinion. The study population consists of salespeople

in an engineering company. The research instrument was a combination of various scales such as Servant Leadership, Empowering Leadership Questionnaire, Work Extrinsic and Intrinsic Motivational Scale and the Utrecht Work Engagement Scale. The study found that the majority of the leaders demonstrated servant leadership. The responses show that the leaders usually adopt motivation instead of threats (Mean=3.96) and the employees enjoy a sense of accomplishment (Mean=4.36)<sup>92</sup>.

The study investigated the role of transformational and transactional leadership styles on employees' sense of empowerment in subsidiaries of multinational companies. The study used a mixed methodology, collecting primary data through qualitative analysis of semi-structured interviews with leaders in Asian subsidiaries and using a multifactor leadership inventory for quantitative analysis. The Avolio and Bass full-range leadership framework was used for the questionnaires. 80% of the respondents agreed that leadership styles have a profound influence on the development and sense of empowerment<sup>88</sup>. The study shows the importance of leadership to employees<sup>93</sup>.

Researchers from Australia conducted a study to find out if replacing a leader with someone else who uses the transactional leadership style would change outcomes. The study used a questionnaire that allowed both open and close-ended questions. The population of the study is made up of 230 employees in a banking and insurance organization from which data was collected over three years using an online employee survey. Data analysis shows that replacing a leader with another leader who has transactional tendencies brought about changes in the organization. It was found that there had been a significant increase in employee participation. The most effective approach in a knowledge-based environment may be a transactional leadership style. This applies to university libraries<sup>94</sup>.

Researchers in Indonesia examined the impact of leadership, motivation, and job satisfaction on civil servants. The study used a survey research method and a random sampling method. 112 members of the Padang Pariaman District Education and Culture Department were included in the study. Path Analysis and SPSS 16 are used. The data were analyzed through a structured questionnaire. The right leadership styles can increase employee motivation by 7.4%. Leadership and work motivation influence job satisfaction. 3%. There is a significant difference in the significance of the leadership variable. The motivation variable has a significant value. 000). Also, 34. Leadership, motivations at work and job satisfaction make up 1 percent of the effect on performance. The path for other variables outside of the study has coefficients of 3. A significant value is 0. The leadership variable has a significance level greater than 0. Where is the motivational variable? The motivational variable has a significance level lower than 0. There is a new date for 0. 06<sup>90</sup>. According to the study, leadership style does not have a direct influence on job satisfaction. Job satisfaction was influenced by job motivation<sup>95</sup>.

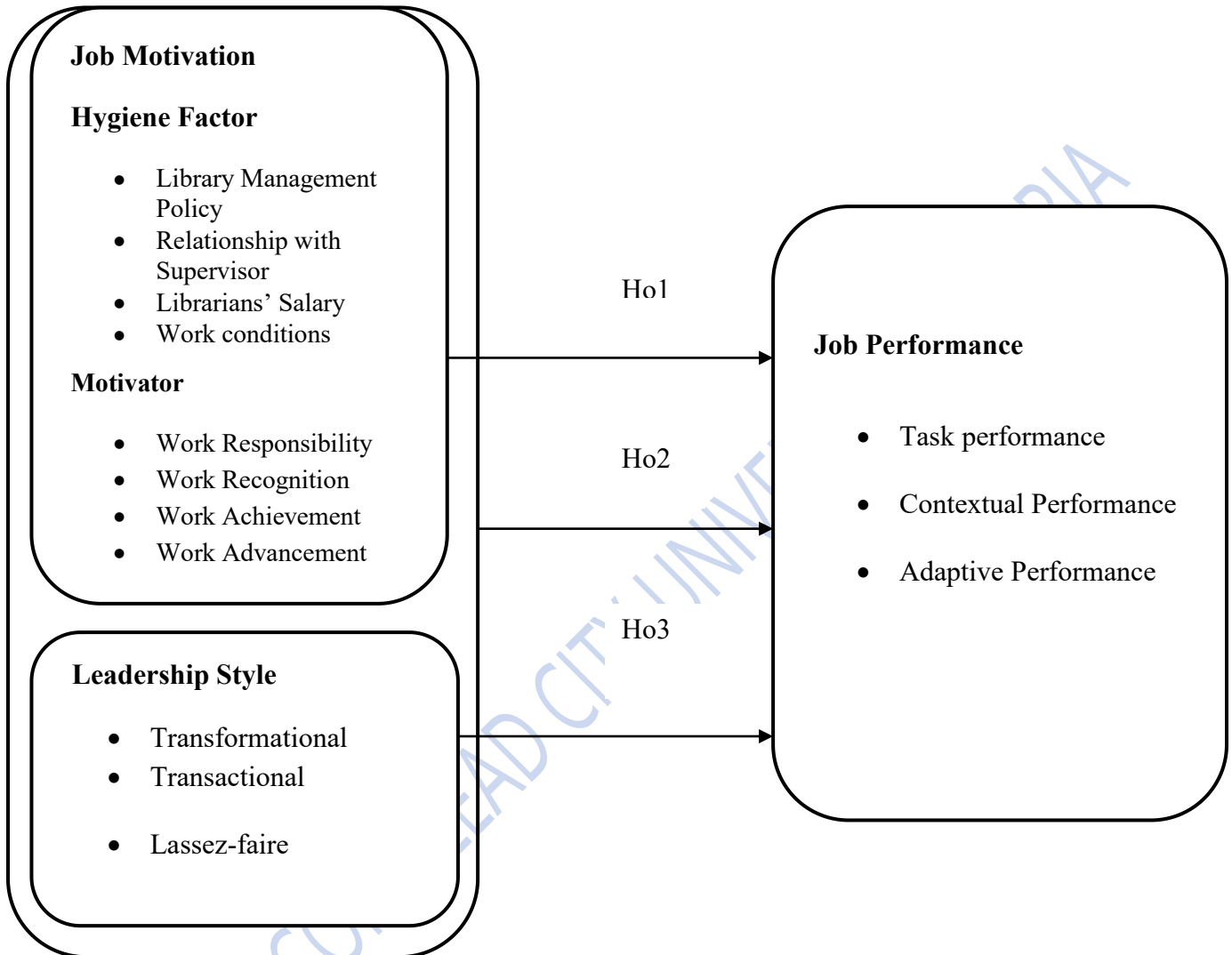
In Nigeria, the role of leadership style and work climate on the job performance of librarians was examined. A survey research design was used. The population is made up of librarians from the 32 polytechnic libraries in South-West, Nigeria. Random sampling was used to pick libraries. 368 people were used for the total. Leadership style, work environment, and other factors were found to have a positive influence on the effectiveness of libraries. Leadership style is important to the performance of library personnel. The work environment is a factor affecting employee motivation. The influence of work relationships, workload, and work environment on librarians' job motivation was studied by researchers in Nigeria. There are eight universities in Southwest Nigeria. The researcher collected data from professional

librarians. Descriptive and inferential statistics were used to analyze the data. There is a correlation between job satisfaction and perceived work relationships. The leader's work atmosphere would affect the job satisfaction and job performance of librarians. Although studies have been able to show the influence that leadership style has on job performance and also show the influence of motivation on job performance, none of them have combined both variables to find out their combined influence on job performance.

#### **2.4 Conceptual Model**

**Independent Variables**

**Dependent Variable**



**Fig 2.4: Conceptual Framework showing Job Motivation, Leadership Style and Job Performance**

**Source: Resarcher2022.**

The theoretical framework used for this study was used to develop the self-constructed conceptual framework model. The conceptual framework is based on the job performance of personnel in the University libraries of Oyo State, Nigeria. There are two parts to the model: independent variables and dependent variables.

Job performance is a dependent variable in the study, it is seen as the ability to carry out the core library activities by library personnel based on the field of specification in order to attain the library objectives. The study is looking at the quality of work, commitment, effectiveness, and efficiency of library personnel. Task performance, contextual performance, and adaptive performance are adapted from Triachy theory<sup>41</sup>.

The task performance of the library depends on how library personnel carry out the core duties such as the acquisition of information resources, reference services, cataloging and classification, circulation services, and users' education, these are the core activities for which the library is known and will ultimately be used to gauge its overall performance. While contextual performance can be seen in the readiness of library personnel to help out one another, adaptive performance is the ability of the library personnel to adapt to changes caused by emerging technology. To excel in all these dimensions of job performance, library personnel needed to be motivated with effective and acceptable leadership styles.

Job motivation as the first independent variable is an incentive and action that drives library personnel to efficiently carry out their assigned responsibilities diligently towards achieving a set goal. Job Motivation is measured by two motivational factors of Herzberg's theory such as motivator and hygiene factors.<sup>46</sup> Motivator factors include Work Responsibility, work Recognition, work Achievement, work Advancement, and Growth opportunities. While hygiene factors include: Library Management Policy, Relationship with Supervisor, and Librarians' Salary Work Conditions Individuals are pushed towards achieving a set goal by job motivation.

Leadership style refers to how the leader gives direction, makes plans, and motivates people. Leadership style is important for efficient services and library personnel are expected to possess leadership skills to properly lead and manage their library. According to scholars, librarians should adopt all three types of leadership and how they contribute to the effectiveness of the library. Leadership styles are measured by transformational, transactional, or laissez-faire adopted from the Full Range Leadership theory<sup>42</sup>

Transformational leadership seeks to effect useful change among library personnel and transform them into leaders. Library managers who can inspire and motivate their subordinates through intellectual stimulation and individualized consideration make them more efficient at their jobs. It means that library managers will reward productive employees and punish nonproductive employees.

Transactional Leadership is a kind of leadership style that relies on the self-interests of library personnel to motivate and direct them. Library managers can practice active management by exception in which they regularly supervise library personnel as they work and take immediate corrective actions whenever library services or processes are not going as expected. In passive management by exception, library managers only intervene when their subordinates or other stakeholders report any anomalies.

The Laissez-faire leadership style is a type of leadership style in libraries that allows librarians to make strategic decisions and is also known as the delegative leadership style. It has a good relationship with subordinates. The library managers stay away from the day-to-day operations of the library and focus on the strategic aspect of management. The effect on the job performance of library personnel will be examined in this study. As shown in the

conceptual framework of this study, the conceptual model is anchored on the theories as follows:

a) The job performance of the library personnel is conceptualized on constructs of task performance, contextual performance and adaptive performance are the three constructs of The Triarchy Model of Employee Performance. The more the library personnel carried out their duties effectively, the more the patrons make use of available resources and the library.

b) The constructs of Herzberg's motivation theory are motivator and hygiene factors." Work responsibility, work recognition, work achievement, work advancement, and growth opportunities are included. Library management policy, relationship with supervisor, librarians' salary works conditions. The library personnel would be more productive if they were motivated by all the factors.

c) Leadership styles are conceptualized on the constructs of the theory of Full Range Leadership Model, these include transformational, transactional, and Lassiez-faire leadership styles. The effectiveness of the leadership style adopted by the library manager has a significant effect on the quality of the library outcomes.

The conceptual framework explained that the two variables Job Motivation and Leadership Styles can influence the job performance of library personnel at a university in Oyo State, Nigeria.

## **2.5 Summary of Literature Review**

The literature reviewed in this study has given a clear insight into the key concepts of the study such as job performance, job motivation, leadership, and leadership styles. According to the summary of scholarly opinion, job performance is the responsibilities performed by employees to get an expected value and it is made up of various dimensions which can be grouped under task performance, contextual performance, and adaptive performance. Most scholars believe that the extent of measuring job performance is related to the extent to which employee performs their core routines. If individual job performance leads to organizational job performance, then performing statutory duty is not enough. Adding contextual performance and adaptive performance is important.

Contextual performance is all about employees making the work environment pleasant for themselves as well as their coworkers. In libraries, success depends on everyone working together and this is important. Contextual performance is based mostly on the personality of the employee and the culture of the organization's performance. Adaptive performance is all about the employee's ability to adapt to new work structure, technology, and other things. Library personnel are asked to unlearn and relearn to remain relevant in their job. The dimensions of performance are dependent on leadership style and culture.

The major leadership styles reviewed in this study are transformational, transactional, and laissez-faire. The leader of the transactional group assumes total control of the decision-making. Transformational leaders include everyone in the decision-making process while laissez-faire leader allows everyone in decision-making. This explanation shows a broad outline of the features of leadership styles.

Library personnel performance is influenced by the leadership styles adopted by library managers under the transactional style of leadership in which the main role of the leader is to remove the obstacle to library personnel performance and to lead the achievement of the vision by the team. A transformational leadership style is one where organizational performance is tied to every member of the team regardless of their rank. Library personnel performance under a transactional style of leadership which offers a high degree of control and limited participation of members in decision making is likely to be affected if the leaders have a narrow and subjective idea of what success may look like.

In a transactional environment where members' commitment, creativity, and innovations and involvement in decision making are limited, some organizations may prosper whereas others may fail. This is due to how the leader applies his/her skills and how he/she keeps control over the activities. The level of transactional leadership may boost library personnel performance, but it may not last since it is built on fear and coercion. The vision of library personnel's performance is dependent on him and their existence. Library personnel performance under the leadership style of laissez-faire is likely to suffer because of no control and clear direction as each team may assume to be taking the right direction which may not be the case as a result of leadership style.

The main source of motivation for library personnel is the responsibilities performed good relationship with colleagues, the work environment, financial incentives, good supervision, and promotion prospects. Library personnel effectiveness can be improved by motivation and leadership style. The goals and objectives of the library and the university are dependent on the job performance of librarians. Employees who give their best service are more likely to be

motivated. To perform well, library personnel need to be well-motivated and encouraged to do their job.

The reviewed literature indicates that the majority of library personnel in Nigeria were poorly motivated while very few of them reported that they were well or moderately motivated. Therefore, for library personnel to be effective in carrying out their traditional duties as custodians and disseminators of information, they should be adequately motivated. Low performance is a general problem that presently thrives in many societies particularly in developing countries, irrespective of the constant efforts made by the government and management of these organizations to increase their performance<sup>82</sup>.

The level of performance in most public university libraries today is low due to the lack of motivation of its personnel, especially the librarians. It is important that employees are adequately and fairly motivated by their employers if they want to increase their level of performance in any organization. Three major factors influence the performance of librarians: employee ability or competence to perform any given task, the amount of effort exerted to perform such tasks and the level of organizational support that individual employees receive. Librarians need to be more effective in their information processing and dissemination duties if their working condition is improved by their employees.

The term working condition refers to all the circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibility, organizational climate, and workload. Enhancing employee performance is dependent on conducive working conditions. Several scholars suggested that librarians should be provided with stress-free working conditions. They are likely to be absent from work, stressed, and fall ill if this is not

in place. Most of the scholars examined the impact of motivation and leadership style on librarians in public universities but failed to investigate job motivation, leadership styles, and job performance of library personnel in university, Oyo State, Nigeria

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## **Chapter Three**

### **Methodology**

This shows the methodology adopted for this work. The specific procedures or techniques used in identifying, selecting, processing, and analyzing information about empirical research works refer to research methodology. It provided information on research design, the population of the study, sample and sampling techniques, research instruments, the validity of research instruments, reliability of research instruments, data collection, and data analysis.

#### **3.1 Research Design**

The research design adopted was a descriptive survey research design. This method adopted allows the researcher to calculate the relationship among the variables of the study which enhanced relevant and accurate information. The study allows the researcher to focus on the real subject of the research variables (Job Motivation, Leadership style, and Job Performance of Library Personnel in University Libraries in Oyo State, Nigeria) that data were obtained without manipulation of data.

#### **3.2 Population of the Study**

The population for this study comprised Librarians, Library officers, and Library assistants in both public and private Universities, in Oyo State. As obtained from the national university commission website, there are Ten (10) universities in Oyo State one was established by the federal government, two by the state government, and seven by private individuals and organizations. The total number of library Personnel under study was expected to be one hundred and sixty-four (164). The detail is presented in Table 3.1

**Table 3.1: Population of the study**

S/N	Name of Universities	Ownership	Librarians	Library Officers	Library Assistants	Total
1	Ajayi Crowther University, Oyo	Private	7	5	3	15
2	Lead City University, Ibadan	Private	9	3	2	14
3	Kola Daisi University, Ibadan	Private	2	-	1	3
4	Dominican University, Ibadan	Private	4	-	1	5
5	Precious Cornerstone University, Ibadan	Private	2	-	-	2
6	Atiba University, Ibadan	Private	1	2	-	3
7	University of Ibadan,	Public	27	49	-	77
8	Ladoke Akintola University, Ogbomoso	Public	18	22	-	40
9	Oyo State Technical University,	Public	2	1	1	4
10	Dominion University, Ibadan.	Private	1	-	-	1
	Total		73	82	9	164

Source: University Administration Office from each University (2022).

### 3.3 Sample Size and Sampling Techniques

A census sampling technique was used for this study due to the manageable population and therefore, the entire 164 library personnel from the 10 universities in the Oyo States were used for the study. The uses of the census technique were based on the population of the library personnel in the study, it was meant for manageable research purposes and thus, consider a suitable method of sampling technique for this study population<sup>1</sup>. In the study,

Librarians, Library officers, and library assistants in both public and private Universities, in Oyo State were included. The details are presented in Table 3.2

**Table 3.2: Population of the study**

S/ N	Name of Universities	Ownership	Librarians	Library Officers	Library Assistants	Total
1	Ajayi Crowther University, Oyo	Private	7	5	3	15
2	Lead City University, Ibadan	Private	9	3	2	14
3	Kola Daisi University, Ibadan	Private	2	-	1	3
4	Dominican University, Ibadan	Private	4	-	1	5
5	Precious Cornerstone University, Ibadan	Private	2	-	-	2
6	Atiba University, Oyo	Private	1	2	-	3
7	University of Ibadan, Ibadan	Public	27	49	-	77
8	Ladoke Akintola University, Ogbomoso	Public	18	22	-	40
9	Oyo State Technical University,	Public	2	1	1	4
10	Dominion University, Ibadan	Private	1	-	-	1
	Total		73	82	9	164

**Source:** University Administration Office from each University (2022).

### 3.4 Description of the Research Instruments

The main instrument for the study was a questionnaire. The questionnaire has four sections, Section A Demographic data of the respondents consists of demographic information of the respondents with seven items such as the name of the University, Rank, Gender, Age and

Academic Qualification, Designation/Rank, and Years of service with open and close-ended options.

Section B Job Performance contains questions and statements about the Job Performance of Library Personnel. It contains 16 statements measured on a four-point Likert of 4- Very High Extent; 3-High Extent, 2-Low Extent, and 1- Very Low Extent. Examples of statements in this section include; “My work environment is very conducive with basic facilities”, and “My library does recognize my contribution to its success”. To ensure the validity of the instrument, all structures and items of the questionnaire were adapted from previous literature on the variable under study. The job performance scale was also adapted from another related study<sup>4</sup>.

Section C Job Motivation contains statements to measure the Level of Job Motivation (Hygiene & Motivation factors) of library personnel among universities in Oyo State, Nigeria. Example of statements in this section includes; “My boss goes beyond self-interest for the good of staff”, and “My boss takes action only when the problem becomes serious “All statements were measured on a four-point Likert scale such as 4- Very High Extent; 3-High Extent, 2-Low Extent and 1- Very Low Extent. To ensure the validity of the instrument, all structures and items of the questionnaire were adapted from previous literature on the variable under study. The job motivation questionnaire was adapted from the Herzberg Motivation theory questionnaire<sup>2</sup>.

Section D Leadership Styles contains statements on the type of Leadership Styles (Transformational, Transactional, Laissez-Faire) adopted among University Libraries in Oyo State, Nigeria. The section contains 10 statements measured on a four-point Likert scale such as 4- Strongly Agree; 3-Agree, 2- Disagree, and 1- Strongly Disagree. Examples of statements in this section include; I managed to plan my work so that it was done on time”, and “I started

new tasks myself when my old ones were finished” To ensure the validity of the instrument, all structures and items of the questionnaire were adapted from previous literature on the variable under study, leadership questionnaire was adapted from a standardized scale<sup>3</sup>.

### **3.5 Validity of Research Instrument**

The research instruments were subjected to the scrutiny of experts in the field of Library and Information Science: the supervisor of this research work, professional librarians in the field, and lecturers in the department of Information Management, Lead City University. They were approached for their useful advice and input to validate the research instrument used for the study. Both face and content validity were checked to ensure standardization of the instrument based on their useful response; the research instrument was modified where necessary, before administering to the respondents.

### **3.6 Reliability of Research Instrument**

The reliability of the research instrument has to do with the ability of such an instrument to return consistent results when administered on similar study populations even when the geographical location was different. To ensure the reliability of the research instrument, a pre-test was conducted among library Personnel at Joseph Ayo Babalola University Ikeji-Arakeji, Osun State. Thirty copies of the questionnaire were administered on a working day to 30 library Personnel at the University's Main Library and the analysis of the data collected determined the reliability coefficient of the instrument. The result of reliability test Cronbach Alpha was 0.97.

**Table 3.3: Reliability Statistics**

Cronbach's Alpha	Number of Items
0.97	77

### **3.7 Administration of the Instrument and Method of Data Collection**

The researcher collected an introductory letter from the Head of the Department, of Information Management, Lead City University, Oyo State, and afterward, employ the services of one research assistant to join in the administration of the copies of the questionnaire and was trained for two days on how to administer the research questionnaire on the respondents in his/her identified Universities. Also, the researcher was actively involved in the supervision and successful collection of the questionnaire distributed

### **3.8 Method of Data Analysis**

The data collected from the respondents with the aid of questionnaires were analyzed using descriptive and inferential statistics. Demographic data were analyzed using statistics descriptive while research questionnaires were answered using both descriptive and inferential statistics such as mean, standard deviation, and percentage. Hypothesis one, two, and three were analyzed using linear regressions at a 0.05 level of significance. The criterion mean was placed at 2.50 indicating that the average mean was placed at 2.50 indicating that the average mean below 2.50 was considered low and the average mean above 2.50 was considered high. All these were achieved with the aid of the Statistical Package for Social Sciences (SPSS) Version 24.

### **Endnotes**

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## Chapter Four

## Results and Discussion of Findings

The chapter is discussed the questionnaire response rate, analysis of the demographic information of the respondents, answering the research questions, testing of the research hypotheses, and discussion of the findings. The decision rule is that all items with a mean score equal to or greater than 2.5 are considered significant while any item with a mean score of less than 2.5 is considered not significant. The testing of the research hypotheses is at a 0.05 level of significance which implies that any result above 0.05 implies that the hypothesis will be rejected.

### 4.1: Presentation of Demographic Data Analysis of Respondents

**Table 4.1: Questionnaire Response rate**

Number of Questionnaire Administered	Number of Questionnaire Retrieved	Percentage of Questionnaire Retrieved
164	123	75%

**Source: Field Survey 2022**

As revealed in table 4.1, a total of 164 copies of questionnaire were administered and 123 were filled and returned. This gave a response rate of 75%. The response rate of 75% is considered adequate for the study because the standard and acceptable response rate in social science and education is 60%<sup>1</sup>

**Table 4.2: Demographic Data analysis of the Respondents**

<b>Name of Library</b>	<b>Frequency</b>	<b>Percentage %</b>
University of Ibadan, Ibadan	63	51.2
Ladoke Akintola University, Ogbomosho	29	23.6
Lead City University, Ibadan	12	9.8
Ajayi Crowther University, Oyo	10	8.1
Oyo State Technical University, Ibadan	3	2.4
Dominican University	2	1.6
Kola Daisi University, Ibadan	2	1.6
Atiba University, Oyo	1	0.8
Precious Cornerstone University, Ibadan	0	0
Dominion University, Ibadan	0	0
<b>Total</b>	<b>123</b>	<b>100</b>
<b>Gender</b>		
Male	57	46.3
Female	66	53.7
<b>Total</b>	<b>123</b>	<b>100</b>
<b>Age Range</b>		
30-39 years	<b>32</b>	26
20-29 years	28	22.8
40-49 years	<b>27</b>	22
50-59 years	24	19.5
60 years and Above	<b>12</b>	9.7
<b>Total</b>	<b>123</b>	<b>100</b>
<b>Higher academic qualifications:</b>		
<b>Ph. D</b>	37	30.1
ND/ HND	32	26
Master's Degree	30	24.4
Bachelor's Degree	24	19.5
<b>Total</b>	<b>123</b>	<b>100</b>

<b>Years of Work Experience</b>		
10-14years	32	26
20 years and above	28	22.8
15-19 years	27	22
Less than 5 years	24	19.5
5-9 years	<b>12</b>	<b>9.7</b>
<b>Total</b>	<b>123</b>	100
<b>Positions/Ranks</b>		
Library Officer	60	48.8
Librarian	34	27.6
Library Assistant	29	23.6
<b>Total</b>	<b>123</b>	<b>100</b>

**Source: Field Survey 2022**

Table 4.2 shows the demographic distribution of the respondents. Data about the institutions of the respondents shows that the University of Ibadan, Ibadan had the highest number of respondents 63(51.2%). This was followed by Ladoke Akintola University, Ogbomoso 29(23.6%); Lead City University, Ibadan 12(9.8%); and Ajayi Crowther University, Oyo 10(8.1%). The institutions with the least number of respondents were Dominican University 2(1.6%); Kola Daisi University, Ibadan 2(1.6%); and Atiba University, Oyo 1(0.8%). Precious Cornerstone University, Ibadan, and Dominion University, Ibadan had no respondents.

The table 4.2 shows that females had a higher number of respondents 66(53.7%), while the male has 57(46.3%). This implies that there were more female respondents than male respondents in the institutions investigated. Regarding the age distribution of the respondents, the table revealed that 32(26%) of the respondents were within the age range of 30– 39years; 28(22.8%) fall within the age bracket 20 – 29years; 27(22%) fall within the age bracket of 40– 49 years; 24(19.5%) were within the age of 50-50; while the least was 60 years and above

12(9.7%). This means that most of the respondents fell within the age bracket of 30– 39years. Responses about the academic qualifications of the respondents revealed that the majority of the respondents were Ph.D. holders 37(30.1%). This was followed by ND/ HND 32(26%), and Master's Degree 30(24.4%). The least was Bachelor's Degree holders 24(19.5%). Moreover, results regarding the years of work experience of the respondents revealed that 32(26%) of the respondents had work experience of 10-14 years. This was followed by those that had worked for 20 years and above 28(22.8%), 15-19 years 27(22%), and less than 5 years 24(19.5%). The least were those that had work experience of 5-9 years 12(9.7%). This signifies that library personnel with 10-14 years of work experience constitute the majority in the libraries. Responses regarding the positions/ranks of the respondents indicated that the majority of the respondents were library officers 60(48.8%). This was followed by librarians 34(27.6%). The least was library assistants 29(23.6%). This means that the ranks of library officers had the highest response

#### **4.3: Presentation of Research Questions**

**Research Question One:** What is the Level of the Job Performance of Library Personnel among Universities in Oyo State, Nigeria

**Table 4.3.1:** Level of the Job Performance of Library Personnel in Universities Libraries in Oyo State, Nigeria

Level of Job Performance	VHL		HL		LE		VLL		Mean ( $\bar{x}$ )	SD
	No	%	No	%	No	%	No	%		
<b>Task Performance</b>										
I managed to plan my work so that it was done on time.	54	43.9	33	26.8	13	10.6	23	18.7	2.96	1.141
I know how to set the right priorities	33	26.8	58	47.2	23	18.7	9	7.3	2.93	.866
I am always mindful of the main objectives of my library.	39	31.7	45	36.6	22	17.9	17	13.8	2.86	1.019
I have good planning habit.	28	22.8	58	47.2	22	17.9	15	12.2	2.80	.929
I am usually able to perform my tasks with minimal time and effort.	38	30.9	33	26.8	33	26.8	19	15.4	2.73	1.064
I am able to separate main issues from side issues at work.	39	31.7	38	30.9	11	8.9	35	28.5	2.66	1.200
I usually have productive collaboration with my colleagues.	25	20.3	42	34.1	33	35.8	12	9.8	2.65	.914
<b>Average Mean</b>									<b>2.80</b>	

**Contextual Performance**

I came up with creative solutions

3.15 .989

to new problems.	60	48.8	31	25.2	22	17.9	10	8.1		
I always worked at keeping my job skills up-to-date.	54	43.9	33	26.8	16	13	20	16.3	2.98	1.109
I actively participated in work meetings.	61	49.6	24	19.5	11	8.9	27	22	2.97	1.214
I always worked at keeping my job knowledge up-to-date.	44	35.8	22	17.9	45	36.6	12	9.8	2.80	1.040
I did more than was expected of me.	34	27.6	40	32.5	27	22	22	17.9	2.70	1.063
I am always willing to take on extra responsibilities.	30	24.4	41	33.3	33	26.8	19	15.4	2.67	1.014
I am always willing to take on challenging work tasks, when available.	16	13	66	53.7	23	18.7	18	14.6	2.65	.887
I started new tasks myself when my old ones were finished.	47	38.2	19	15.4	20	16.3	37	30.1	2.62	1.271
I kept looking for new challenges in my job.	27	22	52	42.3	12	9.8	32	26	2.60	1.099
<b>Average Mean</b>									<b>2.79</b>	

### Adaptive Performance

I use a variety of sources/types of information to come up with	77	62.6	25	20.3	9	7.3	12	9.8	3.36	.985
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an innovative solution										
I willingly adapt my behavior whenever I need to to work well with others	65	52.8	24	19.5	23	18.7	11	8.9	3.16	1.027
Having to take on additional work unexpectedly makes me very anxious	64	52	23	18.7	13	10.6	23	18.7	3.04	1.176
I adjust my work practices if someone points out a better solution	46	37.4	42	34.1	26	21.1	9	7.3	3.02	.941
I am on the lookout for the latest innovations in my job to improve the way I work	41	33.3	50	40.7	23	18.7	9	7.3	3.00	.905
Within my department, people rely on me to suggest new solutions	36	29.3	52	42.3	14	11.4	21	17.1	2.84	1.035
I strive to adapt, however difficult, to the working conditions I am in	31	25.2	55	44.7	22	17.9	15	12.2	2.83	.947
I feel at ease even if my tasks change and occur at a very fast pace	32	26	23	18.7	46	37.4	22	17.9	2.53	1.066
<b>Average Mean</b>									<b>2.97</b>	
<b>Grand Mean</b>									<b>2.85</b>	
<b>Criterion Mean</b>									<b>2.50</b>	

**Source: Field Survey 2022**

Decision rule: 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50 – 4.00 = very high

Note: VHL=Very High level, HL=High Level, LE=Low Extent, VLL=Very Low Level

As shown in Table 4.2.1, the grand mean ( $\bar{x}=2.85$ ) is higher than the criterion mean ( $\bar{x}=2.50$ ).

This means that the level of the job performance of library personnel among universities in

Oyo State is high. The average mean obtained for task performance ( $\bar{x}=2.80$ ), contextual performance ( $\bar{x}=2.79$ ), and adaptive performance ( $\bar{x}=2.97$ ) are all above the criterion mean of 2.50. Also, the mean obtained by all the items in task performance, contextual performance, and, adaptive performance is above the criterion means.

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**Research Question Two:** What is the Level of Job Motivation (Hygiene and Motivator factors) of library personnel among universities in Oyo State, Nigeria?

**Table 4.2.2:** Level of Job Motivation (Hygiene and Motivator factors) of Library Personnel among Universities in Oyo State, Nigeria

Level of Job Motivation	VHL		HL		LE		VLL		Mean ( $\bar{X}$ )	SD
	No	%	No	%	No	%	No	%		
<b>Hygiene Factor</b>										
<b>Library Management Policy</b>										
I receive the information I need to do my job effectively	54	43.9	46	37.4	14	11.4	9	7.3	3.18	.906
The library policies are followed without deviation	51	41.5	37	30.1	23	18.7	12	9.8	3.03	.999
The library policies meet the needs of library personnel	52	42.3	33	26.8	21	17.1	17	13.8	2.98	1.075
Library personnel are involved in making decisions	32	26	61	49.6	25	20.3	5	4.1	2.98	.794
<b>Relationship with Supervisor</b>										
I have trust in my supervisors for their encouragement	34	27.6	53	43.1	28	22.8	8	6.5	2.92	.874
I am satisfied with the leadership style in my library	44	35.8	37	30.1	29	23.6	13	10.6	2.91	1.008
My supervisor is fair and supportive	51	41.5	23	18.7	22	17.9	27	22	2.80	1.201
<b>Librarians' Salary</b>										
My salary is being paid as at when due	46	37.4	22	17.9	32	26	23	18.7	2.75	1.142
My salary is adequate with my job in this library	39	31.7	33	26.8	27	22	24	19.5	2.71	1.114
My salary is okay compared to that of people with similar training	43	35	33	26.8	15	12.2	32	26	2.71	1.199
My salary is enough to take care of my needs	21	17.1	55	44.7	37	30.1	10	8.1	2.71	.847
<b>Work Conditions</b>										
My job description is clear to me	31	25.2	25	20.3	60	48.8	7	5.7	2.65	.923
I am satisfied with my job duty	17	14=3 .8	67	54.5	9	7.3	30	24.4	2.58	1.008

I am well equipped with resources that make my work effective	31	25.2	26	21.1	35	28.5	31	25.2	2.46	1.126
I have adequate of support from top management for my work	17	13.8	34	27.6	55	44.7	17	13.8	2.41	.896
My work environment is very conducive with basic facilities	21	17.1	32	26	42	34.1	28	22.8	2.37	1.019
<b>Average Mean</b>									<b>2.76</b>	

### Motivator

#### Work Responsibility

I have just the right amount of responsibility for my capacity	54	43.9	32	26	20	16.3	17	13.8	3.00	1.079
I have far more responsibilities than my colleagues	45	38.6	36	29.3	25	20.3	17	13.8	2.89	1.057
I am not given extra responsibility than my normal job description	45	38.6	36	29.3	25	20.3	17	13.8	2.89	1.057
I am given the autonomy to get my job done effectively	51	41.5	35	28.5	18	14.6	19	15.4	2.88	1.08

#### Work Recognition

My library appreciates my creativity at work	50	40.7	32	26	16	13	25	20.3	2.87	1.159
My library does recognize my contribution to its success	41	33.3	43	35	20	16.3	19	15.4	2.86	1.051
My library gives recognition for group achievement	42	34.1	40	32.5	18	14.6	23	18.7	2.82	1.102

#### Work Achievement

Personnel in my library are promoted in due time	33	26.8	45	36.6	35	28.55	10	8.1	2.82	.924
I am satisfied with the criteria for promotion in my library	40	32.5	31	25.2	37	30.1	15	12.2	2.78	1.037
I am satisfied with opportunities provided for promotion	32	26	46	37.4	21	17.1	24	19.5	2.70	1.063

#### Work Advancement

My library permits and support me to attend conference/seminar	41	33.3	21	17.1	40	32.5	21	17.1	2.67	1.114
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My library management always shows interest in career development of staff.	28	22.8	43	35	33	26.8	19	15.4	2.65	1.000
I have great opportunity provided for career advancement	31	25.2	35	28.5	18	14.6	39	31.7	2.47	1.183
<b>Average Mean</b>									<b>2.79</b>	
<b>Grand Mean</b>									<b>2.77</b>	
<b>Criterion Mean</b>									<b>2.50</b>	

**Source: Field Survey 2022**

Decision rule: 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50 – 4.00 = very high

Note: VHL=Very High level, HL=High Level, LE=Low Extent, VLL=Very Low Level

Table 4.2.2 shows that the grand mean ( $\bar{x}=2.77$ ) is higher than the criterion mean ( $\bar{x}=2.50$ ).

This means that the level of job motivation (Hygiene and Motivator factors) of library personnel among universities in Oyo State, Nigeria is high. The average mean for both the hygiene factor ( $\bar{x}=2.76$ ) and motivator ( $\bar{x}=2.79$ ) are above the criterion mean of ( $\bar{x}=2.50$ ).

However, some items in hygiene [my salary is adequate with my job in this library ( $\bar{x}=2.71$ ), I receive the information I need to do my job effectively ( $\bar{x}=3.18$ ), and my salary is enough to take care of my needs ( $\bar{x}=2.71$ )] and motivator I have the great opportunity provided for career advancement ( $\bar{x}=2.47$ )] are below the criterion mean.

**Research Question Three:** What are the types of Leadership Styles (Transformational, Transactional, Laissez-Faire) adopted among University Libraries in Oyo State, Nigeria?

**Table 4.2.3:** Types of Leadership Styles (Transformational, Transactional, Laissez-faire) adopted among University Libraries in Oyo State, Nigeria

Leadership Styles	SA	A	D	SD	Mean	SD
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	No	%	No	%	No	%	No	%	( $\bar{x}$ )	
<b>Transformational Leadership Style</b>										
My boss treats me as an individual rather than a member of the group	51	41.5	36	29.3	25	20.3	11	8.9	3.03	.991
My boss can inspire anyone to do their best	61	49.6	22	17.9	21	17.1	19	15.4	3.02	1.138
My boss instills pride in me for being associated with her/him	44	35.8	40	32.5	23	18.7	16	13	2.91	1.032
My boss always suggests new ways to complete my work	51	41.5	21	17.1	36	29.3	15	12.2	2.88	1.091
My boss emphasizes the importance of having a strong sense of purpose	50	40.7	30	24.4	20	16.3	23	18.7	2.87	1.145
My boss goes beyond self-interest for the good of the staff	42	34.1	33	26.8	29	23.6	19	15.4	2.80	1.079
My boss spends time training and coaching	42	34.1	37	30.1	21	17.1	23	18.7	2.80	1.109
My boss helps me to develop my strength.	30	24.4	51	41.5	21	17.1	21	17.1	2.73	1.017
My boss expresses confidence in my ability to achieve set goals	32	26	39	31.7	34	27.6	18	14.6	2.69	1.017
My boss displays a sense of power and confidence in me	39	31.7	30	24.4	29	23.6	25	19.5	2.67	1.143
<b>Average Mean</b>									2.84	
<b>Transactional Leadership Style</b>										
My boss waits for things go to wrong before taking action	57	46.3	34	27.6	17	13.8	15	12.2	3.08	1.045
My boss focuses on finding faults instead of suggesting better alternatives	51	41.5	24	19.5	28	22.8	20	16.3	2.86	1.133

My boss takes action only when the problem becomes serious	42	34.1	33	26.8	32	26	16	13	2.82	1048
My boss always tells me the task I have to complete and the exact way it must be done	35	28.5	42	34.1	25	20.3	21	17.1	2.74	1.055
Keeps track of all mistakes	33	26.8	43	35	36	29.3	11	8.9	2.70	.941
My boss focuses attention on my mistakes or deviation from standards	41	33.3	31	25.2	24	19.5	27	22	2.70	1.152
My boss offers rewards for employees to do well	43	35	22	17.9	33	26.8	25	20.3	2.67	1.156
My boss always threatens to punish an employee who fails to meet his expectations	39	31.7	29	23.6	29	23.6	25	21.1	2.66	1.137
<b>Average Mean</b>									<b>2.78</b>	

#### Laissez-faire leadership style

My boss avoids making difficult decisions	23	18.7	25	20.3	34	27.6	41	33	2.85	95
My boss is often absent when needed	36	29.3	46	37.4	26	21.1	15	12.2	2.84	.987

Delays responding to urgent questions.	36	29.3	42	34.1	30	24.4	15	12.2	2.80	.997
Staff are expected to create their own goals and objectives and submit them in finished form	28	22.8	43	35	33	26.8	19	15.4	2.65	1.000
My boss avoids getting involved when important issues arise	31	25.2	54	43.9	26	21.1	12	9.8	2.24	1.111
<b>Average Mean</b>									<b>2.68</b>	
<b>Grand Mean</b>									<b>2.78</b>	
<b>Criterion Mean</b>									2.50	

**Source: Field Survey 2022**

Decision rule: 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50 – 4.00 = very high

Note: SA= Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree

Table 4.2.3 shows the various types of leadership styles (transformational, transactional, laissez-faire) adopted among university libraries in Oyo State, Nigeria. The grand mean ( $\bar{x}=2.78$ ) is higher than the criterion mean ( $\bar{x}=2.50$ ). This means that the respondents agree on the use of transformational, transactional, and laissez-faire leadership styles in their libraries.

### 4.3: Testing of the Hypotheses

This section provides an answer to the hypotheses raised in Chapter One of the study.

**Hypothesis 1:** There is no significant Influence of Motivation (Hygiene and Motivator factors) on the Job Performance of Library Personnel among Universities in Oyo State, Nigeria.

Tables 4.3.1 Influence of Motivation (Hygiene and Motivator factors) on Job Performance of Library Personnel among Universities in Oyo State, Nigeria.

#### a. Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.991 <sup>a</sup>	.982	.982	.154

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a. Predictors: (Constant), Motivation.

b. ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	155.928	1	155.928	6576.828	.000 <sup>b</sup>
	Residual	2.869	121	.024		
	Total	158.797	122			

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a. Dependent Variable: job performance.

b. Predictors: (Constant), Motivation.

c. Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-.083	.040		-2.078	.040
	Motivation.	1.020	.013	.991	81.098	.000

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a dependable variable: job performance

The results of the regression analysis on the influence of Motivation (Hygiene and Motivator factors) on the Job Performance of Library Personnel among Universities in Oyo State, Nigeria are presented in Tables 4.3.1 a-c. As reflected in (a model) Motivation has a positive significant influence on service delivery by library personnel in tertiary institutions' libraries in Ondo State ( $R = 0.991$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.982 indicates that motivation accounted for 98.2% of the changes in service delivery by library personnel in tertiary institutions' libraries in Ondo State, while the remaining 1.8% variation in job performance of library personnel among universities in Oyo State, Nigeria is explained by other variables not investigated in this study.

The ANOVA regression test revealed that motivation has a significant influence on job performance of library personnel among universities in Oyo State, Nigeria. This is explained by the F-value (6576.828) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result indicates that motivation significantly influences job performance of library personnel among universities in Oyo State, Nigeria.

The results of regression coefficients revealed that at 95% confidence level, a unit change in motivation will lead to a 1.020 increase in the level of job performance of library personnel among universities in Oyo State, Nigeria, given that all other factors are held constant. Based on this result (Adj. R2 = 0.982, F (1, 121) = 6576.828, p = 0.000), the null hypothesis (H01) which states that there will be no significant influence of motivation on job performance of library personnel among universities in Oyo State, Nigeria is rejected. This means that there is significant influence of motivation on job performance of library personnel among universities in Oyo State, Nigeria.

**Hypothesis 2:** There is no significant Influence of Leadership Styles (Transformational, Transactional, Laissez-Faire) on Job Performance of Library Personnel among Universities in Oyo State

Tables 4.3.2 Influence of Leadership Styles (Transformational, Transactional, Laissez-Faire) on Job performance of Library Personnel among Universities in Oyo State

a. **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 <sup>a</sup>	.844	.843	.476

a. Predictors: (Constant), Leadership styles

a. **ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	148.265	1	148.265	654.893	.000 <sup>b</sup>
1	Residual	27.394	121	.226		
	Total	175.659	122			

a. Dependent Variable: Job performance.

b. Predictors: (Constant), Leadership styles

c. **Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	-.474	.130		-3.653	.000
	Leadership styles	1.044	.041	.919	25.591	.000

a. Dependent Variable: Job performance.



The results of the regression analysis on influence of leadership styles (transformational, transactional, laissez-faire) on job performance of library personnel among universities in Oyo State are presented in Tables 4.3.2.a-c as reflected a (model) leadership styles have a

positive significant influence on service delivery by library personnel in tertiary institutions' libraries in Ondo State ( $R = 0.919$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.844 indicates that leadership styles accounted for 84.4% of the changes in service delivery by library personnel in tertiary institutions' libraries in Ondo State, while the remaining 15.6% variation in job performance of library personnel among universities in Oyo State, Nigeria is explained by other variables not investigated in this study.

The ANOVA regression test revealed that leadership styles have a significant influence on job performance of library personnel among universities in Oyo State, Nigeria. This is explained by the F-value (654.893) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result indicates that leadership styles significantly influence job performance of library personnel among universities in Oyo State, Nigeria.

The results of regression coefficients revealed that at 95% confidence level, advancement in leadership style will lead to a 1.044 increase in the level of job performance of library personnel among universities in Oyo State, Nigeria, given that all other factors are held constant. Based on this result (Adj.  $R^2 = 0.843$ ,  $F(1, 121) = 654.893$ ,  $p = 0.000$ ), the null hypothesis ( $H_0$ ) which states that there will be no significant influence of leadership styles on job performance of library personnel among universities in Oyo State, Nigeria is rejected. This means that there is a significant influence of leadership styles on job performance of library personnel among universities in Oyo State, Nigeria.

**Hypothesis 3:** There is no Combined Influence of Motivation (Hygiene and Motivator factors and Leadership Styles (Transformational, Transactional, Laissez-Faire) on Job Performance of Library Personnel among Universities in Oyo State

Tables 4.3.3: Combine Influence of Motivation, Leadership Styles on Job Performance of Library Personnel in Universities in Oyo State.

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	2.615	.124		21.073	.000
	Motivation	-.097	.060	-.127	-1.617	.206
	Leadership styles	.166	.062	.212	2.697	.008

a. Dependent Variable: Job performance

**a. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.165 <sup>a</sup>	.041	.020	.60798

a. Predictors: (Constant), Motivation, Leadership styles

**b. ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.692	2	1.346	3.462	.037 <sup>b</sup>
	Residual	96.475	117	.370		
	Total	99.167	221			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Motivation, Leadership styles

**c. Coefficient**

From Table 4.3.3 a-c the result of the regression indicated the two predictors explained 4% of the variance ( $R^2 = 0.041$ ,  $F(4,117) = 3.462$ ,  $p = 0.037$ ). Job Motivation is  $\beta = 0.206$  while leadership styles is  $\beta = 0.008$ , implying that the 4% variance was caused by leadership styles and not motivation. Therefore, the remaining 96% may be as a result of chance or other variables not accounted for in this study. The null hypothesis is therefore rejected implying

that both motivation and leadership styles jointly influenced the level of job performance but at a low rate.

#### **4.4: Discussion of the Findings**

This section reports the findings of the study and discusses them with respect to the findings of previous studies.

This study found that the level of job performance of library personnel among universities in Oyo State is high. This is in agreement with a study conducted in South-south Nigeria which examined the influence of organizational factors on job performance of librarians and found that there was high level of job performance among the librarians surveyed<sup>2</sup>. The findings of this study are also in agreement with the findings of a study on level of job performance of librarians in polytechnic libraries in India which reported a high level of job performance<sup>3</sup>. They attributed the high level of job performance of the librarians to the cordial relationship that exists between the library management and the librarians. A study was conducted on compensation management and job performance in Nigeria and found that the level of job performance is usually high when the staff are well-motivated. This implies that both financial motivation such as salary, regular promotion and other fringe benefits and non-financial motivation such as good working environment, recognition among others are important factors in determining the job performance of librarians<sup>4</sup>.

There is a link between the findings of this study and that which was carried out on the level of job performance of librarians in universities in South-East, Nigeria was high<sup>5</sup>. The study recommended regular training for the librarians in order to acquire new skills in their job so that they would be able to meet the demands of the challenging library work environment.

Related to the findings of this study are the findings of a study which investigated the levels of job performance of librarians in universities in one region of Nigeria and found that the librarians' level of job performance was high<sup>6</sup>.

There is a contradiction between the findings of this study and that which investigated the job performance of librarians in North-East Nigeria and found that the job performance of the librarian's is average<sup>7</sup>. A study on the influence of work environment on the job performance of librarians in public universities in South-West, Nigeria also found that the job performance of the librarians was rated fair. Most of the librarians investigated claimed that they were not able to contribute as much as they would prefer to the growth of the libraries<sup>8</sup>.

The study found that the level of job motivation of library personnel among universities in Oyo State which reported a high level of job motivation. In actual sense, organization liveness whether in public or private, comes from the motivation of its employees. A study which examined the levels of job motivation and needs satisfaction of university library employees at Kuwait University reported higher levels of satisfaction of their self-actualization and social needs.<sup>9</sup> In a study on influence of job motivation on the productivity of librarians in colleges of education in Nigeria it was found that majority of the librarians are not productive because of low level of motivation from the library leadership. Moreover, job motivation influenced the productivity of librarians to a large extent<sup>10</sup>.

Also, a study on the essentiality of motivation on librarians' productivity in Nigerian public universities found that motivation is necessary in enhancing job performance of librarians in public university libraries in Nigeria, and it was interesting to know that motivation level of librarians in university libraries under study was high.<sup>11</sup> In order to improve the level of job

motivation of librarians, a study suggested that apart from giving attractive salaries and other incentive packages to the librarians, the college authorities should still ensure that the welfare package of the librarian is fully provided for<sup>12</sup>.

Research question on leadership styles among university libraries in Oyo, state reveals the types of leadership styles adopted as transformational, transactional, and laissez-faire leadership styles. Empirical studies have revealed that that transformational and transactional leadership styles are highly prevalent in academic libraries, and these styles are highly correlated with lower turnover rates, higher productivity, and higher job motivation<sup>13,14</sup>. A study has labelled transactional leadership as “managerial leadership”, whose focus is on the role of administration in which the leaders are more interested in outcomes<sup>15</sup>.

All the findings are indications that effective management of tertiary institution libraries requires a blend of leadership styles. The adoption of transformational, transactional, and laissez-faire leadership styles, as found in this study, and in relation to previous findings, will go a long way to help in job performance of the library personnel. More so, the dynamics in leadership in the current era are conspicuous manifestation of the fact that libraries have to be dynamic in the application and use of leadership styles to enhance staff performance.

Furthermore, the findings of test of hypothesis on the relationship between motivation and job performance of the library personnel among universities in Oyo state, Nigeria, revealed that there is significant relationship between motivation and job performance of library personnel among universities in Oyo State, Nigeria. This corroborates the findings of an earlier study which investigated the impact of rewards and motivation on job performance in Saudi Arabia and found that rewards which is part of motivational ingredients is positively related to the job performance, and that rewards have a positive significant effect on job satisfaction<sup>8</sup>. Thus, it

becomes important that employees should be adequately and fairly motivated by their employers, if they are to increase the level of performance in any organization either public or private sector.

Research conducted in Nigeria highlighted the importance of job motivation to employee job performance. The study found that workers exert energy due to the fact that there is a reward for their efforts and submitted that interpersonal relationships and informal work-group affect output; communication, group norms and values are directly related, worker participation, type of supervision, moral and satisfaction are all important<sup>16</sup>. In a related study, it was found that monetary incentive further improved personnel job performance<sup>7</sup>. The implication of this is that monetary rewards may not singularly lead to job performance. As such, the incorporation of production standards, job performance feedback and monetary incentive affected job performance and productivity differently and this had an effect on the personnel's<sup>17,18</sup>.

However, the findings of the test of hypothesis H<sub>02</sub> on relationship between leadership styles and job performance of the library personnel among universities in Oyo state, reveals that there is significant relationship between leadership styles and job performance of library personnel among universities in Oyo State. This is in agreement with the findings of a study conducted to determine the role of leadership style on the job performance of university library staff in that there is a positive relationship between leadership styles and job performance of library personnel<sup>19</sup>. A study conducted to examine the influence of transformational leadership style on job performance of library personnel in libraries in Rivers State found that that transformational leadership style in university libraries has positive influence on library personnel job performance because it results in high employees'

productivity. Transformational leadership style usually has work groups that are highly productive and subordinates showed a high degree of satisfaction on the job<sup>20</sup>.

A study which investigated the impact of university librarians' leadership styles and staff productivity in a literature reviewed found that transformational style was highly adopted as it increases the rate of staff productivity. The study also found that leadership styles of librarians affect staff productivity in the areas of producing high staff productivity, boosting staff morale, making staff receptive to change and innovation, and eliminating laziness among staff, among others<sup>21</sup>. In a study by a group of researchers in university libraries in South- West which aimed at determining the effect of leadership styles and work environment on job performance, it was found that leadership style has an effect on job performance of employees<sup>23</sup>. The finding of this study further substantiates that, which examined the impact of various leadership styles on the performance of university employees in Nigerian university and found that leadership style had a substantial effect on organizational job performance. The study also indicated that transformational leadership styles contributed much more than the other two due to their capacity to share decision-making amongst subordinates and leaders in the firm.<sup>21</sup>

The findings of the test of hypothesis H<sub>03</sub> on combined influence of job motivation, leadership styles and job performance of personnel in university libraries reveals that both motivation and leadership styles may jointly influence the level of job performance but at a low rate and there is no established literature on the combined influence of motivation and leadership styles on job performance of library personnel among universities. However, a study which investigates the influence of motivation and leadership style found that the leadership styles adopted in organizations may culminate in job performance<sup>22</sup>. Research from South-west,

Nigeria which investigated the relationship between leadership style and job performance of library personnel in private universities in the South-west, Nigeria found that leadership style had a significant relationship with the job performance of respondents<sup>16</sup>. Also, a study on the relationship between leadership and job performance in a real estate registration organization in Iran found a significant association between job performance and transformative leadership. However, a low positive correlation existed between pragmatic leadership and employee performance, but a negative link existed between laissez-faire and employee job performance, This suggests that a shift toward more laissez-faire leadership style may result in a decline in worker performance<sup>23</sup>.

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## Chapter Five

### Summary

#### 5.1. Summary of the Findings

The study explored the influence of motivation and leadership styles on job performance of library personnel in universities in Oyo State, Nigeria. Literature was empirically reviewed to find out the level of job performance of library personnel among universities, the level of job motivation of library personnel among universities, and the most adopted type of leadership styles (transformational, transactional, laissez-fair) adopted among university libraries in Oyo State, Nigeria. A descriptive survey research design of linear type was used to explore the variables in the study. Data gathered from 123 respondents through the questionnaire were analyzed using frequency and statistical mean as analytical tools in answering the research questions. Three hypotheses were formulated and tested at a 0.05 level of significance. The summary of the findings of the study is presented as follows:

- i. The level of influence of job performance of library personnel in universities library in Oyo State is high.
- ii. The level influence of job motivation of library personnel among universities in Oyo State, Nigeria is high.
- iii. The types of leadership styles adopted among university libraries in Oyo State, Nigeria include transformational, transactional and laissez-faire leadership styles
- iv. There is significant influence of motivation on job performance of library personnel among universities in Oyo State, Nigeria.

- v. There is significant influence of leadership styles on job performance of library personnel among universities in Oyo State.
- vi. There is joint influence of both motivation and leadership styles on job performance of library personnel among universities in Oyo State, Nigeria but at a low rate.

## **5.2 Conclusion**

The need to ensure effective job performance by library personnel is becoming increasingly crucial in the contemporary era as the information needs of library users have to be met at every point in time. Since libraries are service oriented organizations, the onus is on library personnel to put in their best to actualize the objective of the libraries which is to ensure effective delivery of services that will satisfy the needs of their patrons. Meanwhile, job performance of library personnel hinges on job motivation of the personnel and the leadership styles adopted by the libraries. Availability of motivational ingredients and the adoption of leadership styles is very necessary in an effort to ensure that the library personnel put all their energy to their job, thereby enhancing their job performance.

## **5.3. Recommendations**

The following recommendations are made in line with the findings of this study.

1. The staff at lower levels of management should be accommodated by the training.
2. Library leadership should make provision for motivational ingredients that can serve as an encouragement for the library personnel to enhance the level of their job performance
3. The leadership styles to be adopted by the university libraries should be such that incorporate the elements of transformational, transactional and laissez-faire leadership styles.

4. Library personnel should meet the information needs of the clientele by providing the users with current and accurate information services and serve their parent organization, and therefore channel their effort toward improved job performance.
5. Library leadership has to be more tactical in the approaches it uses to manage human and material resources. Understanding of the important parts of job that need improvement will enable the library leadership to know the motivational ingredients to add to improve job performance.

#### **5.4 Contributions to Knowledge**

The study has made significant contribution to the body of knowledge in the following ways:

- a. There has been an affirmation that the level of job performance of library personnel among universities in Oyo State is high.
- b. It is affirmed that the level of job motivation among the personnel in university libraries is high.
- c. The study has ascertained the need to adopt transformational, transactional and laissez-faire leadership styles in the university libraries.
- d. This study established that job motivation and leadership styles adopted by the library personnel among universities are significant factors in ensuring high level of job performance among library personnel in universities in Oyo State.

#### **5.5 Suggested Areas for Further Research**

This present study surveyed University library personnel in Oyo State, a comparative study among Librarians in South – West region to Ondo State or Lagos State South – Region may

be carried out to know the influences of Job motivation, Leadership Styles and Job Performance of the Librarians. This kind of study can also be extended to the library personnel in polytechnic and colleges of Education in South –West.

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## Questionnaire

Department of Information Management

Faculty of Communication and information Science

Lead City University, Ibadan,

Oyo State.

August, 2022.

Dear Respondent,

### **Questionnaire on Job Motivation, Leadership Styles and Job Performance of Library Personnel**

This questionnaire is designed to collect data for academic research on Job Motivation, Leadership Styles and Job Performance of Library Personnel. Information supplied will be handled with utmost confidentiality. Your participation in this study will be highly appreciated.

Thank you,

G. M Obaseki

Researcher

#### **Section A: Demographic Data**

Please tick as appropriate

**1.Name of library**.....

**2. Gender:** Male [  ] Female [  ]

**3. Age:** 20-29 years [  ] 30-39 years [  ] 40-49 years [  ] 50-59 years [  ] 60 years and Above

**4. Highest Educational Qualification:** ND/ HND [  ], Bachelor's Degree [  ]  
Master's Degree [  ] Ph. D [  ] others (Specify) .....

**5. Years of Work Experience:** Less than 5 years [  ] 5-9 years [  ] 10-14 years [  ]  
15-19 years [  ] 20 years and above

**6. Positions/Ranks:** University Librarian (  ), Senior Librarian (  ), Principal Librarian (  ),  
Librarian I (  ), Librarian II (  ) Librarian III (  ) Assistant Librarian (  ), Chief Library  
Officer (  ), Library Officer (  ), Library Assistant (  ).

**Section B: Library Personnel Job Performance Scale**

Instruction: Please indicate the degree of your agreement with each statement by ticking (√)  
Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

S/N	The following are the metrics of job performance in my library	SA	A	D	SD
	<b>Task Performance</b>				
1	I managed to plan my work so that it was done on time.				
2	I have good planning habit.				
3	I am always mindful of the main objectives of my library.				
4	I am able to separate main issues from side issues at work.				
5	I know how to set the right priorities				
6	I am usually able to perform my tasks with minimal time and effort.				
7	I usually have productive collaboration with my colleagues.				
	<b>Contextual Performance</b>				

8	I am always willing to take on extra responsibilities.				
9	I started new tasks myself, when my old ones were finished.				
10	I am always willing to take on challenging work tasks, when available.				
11	I always worked at keeping my job knowledge up-to-date.				
12	I always worked at keeping my job skills up-to-date.				
13	I came up with creative solutions to new problems.				
14	I kept looking for new challenges in my job.				
15	I did more than was expected of me.				
16	I actively participated in work meetings.				
17	I actively looked for ways to improve my performance at work.				
	<b>Adaptive Performance</b>				
18	I strive to adapt, however difficult, to the working conditions I am in				
19	Having to take on additional work unexpectedly makes me very anxious				

20	I feel at ease even if my tasks change and occur at a very fast pace				
21	I use a variety of sources/types of information to come up with an innovative solution				
22	Within my department, people rely on me to suggest new solutions				
23	I am on the lookout for the latest innovations in my job to improve the way I work				
24	I willingly adapt my behavior whenever I need to in order to work well with others				
25	I adjust my work practices if someone points out a better solution				

**Section C: Library Personnel Job Motivation Scale**

Instruction: Please indicate the degree of your agreement with each statement by ticking (√) Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and

S/N	The following are the Job Motivation measure in my library	SA	A	D	SD
	<b>Hygiene Factor</b>				
	<b>Library Management Policy</b>				
26	I receive the information I need to do my job effectively				
27	The library policies meet the needs of library personnel				
28	The library policies are followed without deviation				
29	Library personnel are involved in making decisions				
	<b>Work Conditions</b>				
30	My work environment is very conducive with basic facilities				

31	I am well equipped with resources that make my work effective				
32	I am satisfied with my job duty				
33	I have adequate of support from top management for my work				
34	My job description is clear to me				
	<b>Librarians' Salary</b>				
35	My salary is being paid as at when due				
36	My salary is adequate with my job in this library				
37	My salary is enough to take care of my needs				
38	My salary is okay compared to that of people with similar training				
	<b>Relationship with Supervision</b>				
39	My supervisor is fair and supportive				
40	I am satisfied with the leadership style in my library				
41	I have trust in my supervisors for their encouragement				
	<b>Motivator</b>				

	<b>Work Recognition</b>				
42	My library appreciates my creativity at work				
43	My library does recognize my contribution to its success				
44	My library gives recognition for group achievement				
	<b>Work Achievement</b>				
45	Personnel in my library are promoted in due time				
46	I am satisfied with the criteria for promotion in my library				
47	I am satisfied with opportunities provided for promotion				
	<b>Work Responsibility</b>				
48	I am given the autonomy to get my job done effectively				
49	I have just the right amount of responsibility for my capacity				
50	I have far more responsibilities than my colleagues				
51	I am not given extra responsibility than my normal job description				
	<b>Work Advancement</b>				
52	My library permits and support me to attend				

	conference/seminar				
53	I have great opportunity provided for career advancement				
54	My library management always show interest in career development of staff				

### Section D: Leadership Styles Scale

Instruction: Please indicate the degree of your agreement with each statement by ticking (✓)  
Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

S/N	The following are the Leadership Styles metrics in my library	SA	A	D	SD
	<b>Transformational Leadership Style</b>				
55	My boss treats me as individual rather than member of group				
56	My boss goes beyond self-interest for the good of staff				
57	My boss helps me to develop my strength.				
58	My boss displays sense of power and confidence in me				
59	My boss emphasizes the importance of having a strong sense				

	of purpose				
60	My boss expresses confidence in my ability to achieve set goals				
61	My boss always suggests new ways to complete my work				
62	My boss spends time on training and coaching				
63	My boss instills pride in me for being associated with her/him				
64	My boss can inspire anyone to do their best				
	<b>Transactional Leadership Style</b>				
65	My boss offers reward for employees to do well				
66	My boss waits for things go to wrong before taking action				
67	My boss takes action only when problem become serious				
68	My boss always tells me the task I have to complete and the exact way it must be done				
69	My boss focuses attention on my mistakes or deviation from standards				
70	My boss focus on finding faults instead of suggesting better alternatives				

71	Keeps track of all mistakes				
72	My boss always threatens to punish employee who fail to meet his expectations				
	<b>Laissez-fair Leadership Style</b>				
73	My boss avoids getting involved when important issues arise				
74	My boss is often absent when needed				
75	My boss avoids making difficult decisions				
76	Delays responding to urgent questions.				
77	Staff are expected to create their own goals and objectives and submit them in finished form				

## Bio-data

### Personal Data

**Full Name:** Morenike Grace Obaseki

**Sex:** Female

**Date of Birth:** 22<sup>nd</sup> August, 1972

**Place of Birth:** Owo, Ondo State

**Nationality:** Nigeria

**Language:** English and Yoruba

**Marital Status:** Widowed

**Name of Next of Kin:** Oluwatosin Mercy Ajewole

**Address of Next of Kin:** Aniyikaye Street, Okuta Elerinla Akure

**Cell no:** 07066161686

**Email:** [ajewole01mercy@gmail.com](mailto:ajewole01mercy@gmail.com)

### Educational Background

Masters in Library and information science

Lead City University, Ibadan, Nigeria. 2020-2022

Bachelor in Library and Information Studies, University of Ibadan, Nigeria. 2013– 2017

Diploma Certificate in Computer Proficiency, University of Ibadan, Nigeria	2017
Diploma in Library and Information Science, Ahmadu Bello University, Zaria	1994-97
Diploma certificate in programming and micro software, Akure	2006
WASSCE, Mount Carmel Secondary School, Ikare, Akoko, Ondo State	1994 - 1990
NECO, (Art), ECHO Grammar School, Ikeji- Arakeji Osun State	2012

**Professional Certifications:** Nigeria Library Association.

**Award and Fellowship**

**Other Work Experience**

NNPC Kaduna Petrochemicals and Refining Company	1999-2000
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**Audio Visual Unit Officer**

Duties & Responsibilities:

Supervising workshops and seminars

Operating microfiche, microfilm on workshop and seminars

Projecting, Recording and filming the company's programmes.

Trinity Secondary School, Aule, Akure, Ondo State	2004- 2005
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**Art Subject Teacher**

Duties and Responsibilities

Tutoring /Teaching Students

## **Research Interests**

Virtual Learning/ Digitalization

Knowledge management and management policy

Reference and Information Service Delivery

## **Publications**

### **Theses/ Dissertations**

Information and Communication Technology Availability and Application as

Determinants of Improve Library Patronage by Undergraduates of Joseph Ayo Babalola

University, Ikeji – Arakeji. Osun State, Nigeria

### **11. Published Article**

Grace Morenike Obaseki & Oluwabunmi D. Bakare, Job Motivation, Leadership Styles and Job Performance of Library Personnel in University Libraries, Oyo State being a proceeding of the first conference of National Institute of Office Administrators and Information Managers (NIOAIM) between 7<sup>th</sup> and 10<sup>th</sup> February at the International Conference Centre, Leady City University Ibadan, Oyo State Nigeria, 2022.

Ngeme Franca Mrs, Ajewole Grace Mrs, Akinola Samson Adesin, University Students Utilization of Academic Library: A case study of Joseph Ayo Babalola University

Ikeji-Arakeji, Osun State, Nigeria (2022 Library Philosophy and practice (e-Journal) 7294. <https://digitalcommons.unl.edu/libphilprac/7294>.

Azeez Adegbamigbe Adedoye, Grace Morenike Obaseki, Victor Omeize Jatto, Basirat Jumoke Adeoye, Virtual Learning in Nigeria Universities amid Pandemic : Google Classroom used at Lead City University, Osun State , Ife Journal of Theory and Research in Education ( IJOTRE), vol. 22, 2021.

### **Conferences Attended with Dates**

Repositioning Office Administration and Information Management for innovation, Sustainable Development and Global Competitiveness first conference of National Institute of Office Administrators and information managers, Lead City University, Ibadan, Nigeria. 2022

Training on development Tools for Work Productivity at Joseph Ayo Babalola University, Ikeji Arakeji, Osun State. 3rd August, 2018.

Training on Re- Engineering the University Administration at Joseph Ayo Babalola, Ikeji Arakeji, Osun State, Nigeria, 23 August, 2018

Training on Book Publishing (ABC of Publishing, Indexing and Book Binding) in Nigeria Library Association Workshop at Obafemi Awolowo University Ile- Ife, Nigeria. 19<sup>th</sup> November, 2015

### **Extra- Curricular Activities:**

Trading, Farming, Reading and Travelling

## **Skills/ Strengths/ Competency**

### Software:

My SQL

### Platforms:

Microsoft office Suite

### Inquiry:

Teamwork, Strategy and Planning, Coordination

### Personal qualities:

Effective Communication Skills

Leadership skills

Innovation and Creativity

Ability to Work Independent

Resource and Time Management

### **References:**

**Pastor Dapo Adeniyi**

Registrar,

Joseph Ayo Babalola University, Ikeji-Arakeji Osun State, Nigeria

Telephone number: 08034478648

**Dr. J.A Kolawole**

Deputy University Librarian,

Joseph Ayo Babalola University, Ikeji-Arakeji, Osun, State, Nigeria

Telephone number: 080506445448, 07064599468.

**Prof. S. Adedini**

Federal University of Oye, Oye Ekiti, Nigeria

Telephone number: 08033977498

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Signature

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Date

### **University Compliance Certification**

This is to certify that this thesis by Grace Morenike Obaseki with Matric No. LCU/PG/001459 in the Department of Information Management, Lead City University, Ibadan is a FULL Compliance with the approved university format and style.

.....

**Signature**

.....

**Date**

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