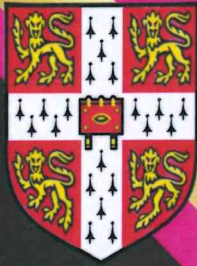


29TH ACADEMIC CONFERENCE, UNITANZANIA 2023



**AFRICAN CONTINENT IN THE  
FAST-MOVING WORLD: NEW  
STRATEGIES AND APPROACHES**

**BOOK OF  
PROCEEDINGS**

FEBRUARY  
**28TH**  
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# **PROCEEDINGS**

**FOR THE**

**MULTIDISCIPLINARY ACADEMIC CONFERENCE ON  
ATTAINING SUSTAINABLE DEVELOPMENT IN 21<sup>ST</sup>  
CENTURY.**

**THEME:**

**AFRICAN CONTINENT IN THE FAST-MOVING  
WORLD: NEW STRATEGIES AND APPROACHES**

**DATE:**

**28<sup>TH</sup> FEBRUARY, 2023**

**GOMBE STATE UNIVERSITY, GOMBE, GOMBE  
STATE, NIGERIA, WEST-AFRICA.**

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WORLD: NEW STRATEGIES AND APPROACHES**

**SUB THEME**

- Engineering Research
- Environmental Design and construction management
- Humanities and Social Science
- Humanities and Social Science
- Management Science and Entrepreneurship
- Contemporary Education Research

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## **PROCEEDINGS OF THE ACADEMIC CONFERENCE ON ATTAINING SUSTAINABLE DEVELOPMENT IN 21<sup>ST</sup> CENTURY.**

***Vol. 29, No. 1, 28th February, 2023- Gombe State University, Gombe, Gombe State, Nigeria, West-Africa.***

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### **VENUE:**

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## PROGRAMME OF ACTIVITIES

Days	Time	Activities
Day 1: Monday, February 27, 2023		Arrival/Pre-conference Meeting
Day 2: Tuesday, February, 28, 2023	08.00-10.00am	Registration
	10.00-12.00pm	Opening Ceremony
	12.00-01.00pm	Launch/Break
	01.00-02.00pm	Preliminary Section
	02.00-04.30pm	Paper presentation
	04:30-05:30pm	Certificate Presentation
Day 3: Wednesday, March 1, 2023	05:30-06:00pm	Closing Prayer
		Departure

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## **OPENING CEREMONY**

**(28<sup>TH</sup> FEBRUARY, 2023)**

**VENUE: GOMBE STATE UNIVERSITY, GOMBE,  
GOMBE STATE, NIGERIA, WEST-AFRICA.**

<b>ACTIVITIES</b>	<b>TIME</b>
Registration	- 08:00 – 10:00am
Arrival of Guest	- 10:00 – 10:30am
Introduction and Recognition of Distinguished by Master Ceremony.	- 10:30 – 10:45am
Opening Prayers	- 10:45 – 11:10am
National Anthem	- 11:00 – 11:20am
Address by the Guest Speaker	- 11:21 – 11:40am
Keynote Address by Lead Paper Presenter,	- 11:31 – 12:00am
Plenary Session/Paper presentation	- 12:30 – 03:00am
Vote of thanks by Secretary LOC,	- 03:00 – 03:15pm
National Anthem	- 03:15 – 03:30pm
Group photograph	- 03:30 – 03:45pm

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## RELATIONSHIPS AMONG LEADERSHIP STYLES, CONDITIONS OF SERVICE, HUMAN CAPITAL DEVELOPMENT AND JOB PERFORMANCE IN UNIVERSITY LIBRARIES IN NORTH-CENTRAL, NIGERIA-HYPOTHETICAL APPROACH.

\*MR. RILWAN OLAJIDE BAKAI; & \*\*DR. KATAMBA ABUBAKAR SAKA  
\*Federal College of Education, Kontagora, Niger State, Nigeria. \*\*Federal University of Technology, Minna, Niger State, Nigeria.

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### Abstract

The study investigated the relationship among leadership styles, conditions of service, human capital development and job performance among personnel in ICT units of 13 public universities in North-Central Nigeria. The study was guided by three null hypotheses respectively. Descriptive survey design was used and the target population consisted of 85 personnel working in ICT units of the 13 public universities in North-Central Nigeria. Complete enumeration of 85 personnel was carried out. Structured questionnaire was used in data collection while inferential statistical tool (Pearson Product Moment Correlation) was used to test three null hypotheses respectively. Instruments were validated and pilot-tested using 10 and 20 copies of checklist and modified version of questionnaire through test-retest method and reliability coefficient of 0.87 was obtained. However, 13 copies of checklist and 85 questionnaire were administered on heads of ICT units and personnel in ICT units respectively. Out of 85 copies of questionnaire administered 65 were completed and returned in usable form for the analysis. Results showed significant relationships among leadership styles ( $r=0.13$ ,  $P<0.05$ ), human capital development ( $r=0.08$ ,  $P<0.05$ ) were rejected and conditions of service ( $r=-0.24$ ,  $P>0.05$ ) was retained. The study concluded that job performance can only be possible quality personnel management, and effective conditions of service and robust training and development programmes. The study recommended among others that the management of public universities in North-Central Nigeria should adopt styles of leadership that are democratic, transformational and transactional that will enable personnel to perform their assigned duties to expectation without reservations.

**Keywords:** ICT, Job performance, Libraries, Nigeria, Universities.

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## **Introduction**

University libraries support the objectives of the university communities by providing services to meet the teaching, research, learning, and community services/activities of the staff and students. They play a pivotal role in the educational system of their parent institutions by delivering a variety of services to a wide range of library users in academic settings, particularly the best use of Information and Communication Technologies (ICTs). For these objectives to be effectively achieved library personnel working in the ICT units is expected to be aware or take cognisance of some managerial aspect or motivation variables to enable them discharge their functions or duties which are the ultimate job performance.

Job performance is the discharge of assigned duties by staff in an organisation, especially in the library. For example, selection and acquisition, cataloguing and classification, charging and discharging of information resources, answering reference queries, bounding of library materials, etc. Putting it simply it means jobs or duties performed in ICT or system unit of the library includes- digitization, assisting users in browsing and location of information on the internet. The application of ICT towards the acquisition, organisation, storage, retrieval, and dissemination of information; archiving and preservation, serial control, circulation, stock taking and verification, reference, document delivery services, selective dissemination of information, current awareness services, translation services, database search guide, online instruction/user education, online user advisory services, etc. Tuffaha (2020) maintained that certain factors influences employee performance in organisations, if these factors are put in place job performance is an attainable goal achievable through an employee's efforts on the job i.e, Job performance relates to how individuals perform in their jobs or duties, in addition to training and natural ability, job performance is impacted by workplace environment factors including physically demanding tasks, employee morale, stress levels, and current skills. Job performance reflects many important aspects that depend on organisation growth, expansion, and production. The behaviours and activities of employees which are tailored to attaining jobs and organization goals are defined as job performance, it is a set of behaviours with evaluative factors acknowledged with positive or negative for an employee, these behaviours have a direct effect on outcomes which are based on employee's effectiveness. Farson et al (2021) concluded that

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job performance of employee in an organisation is determined by aggregation of motivational factors such as compensation package, job design and environmental, and performance management systems

Leadership is about the influence the leaders have over their subordinates. It is the process by which an individual mobilises people and resources to achieve a set objective(s), and leaders encourage, inspires, and challenge their subordinates toward achieving stated objectives. Leadership is an interaction between followers and those who inspire them and provide directions for their efforts and commitments. Leadership is all about taking responsibility and accountability aimed at achieving the end objective by applying the available resources and ensuring a cohesive organization where an individual influences a group to achieve the common objective. It is the ability and capacity to absorb and neutralise all kinds of threats toward the achievement of organisational goals. Okoye and Emeghelo's (2020) Leadership style is the framework for accomplishing successful leadership roles. Although, leadership is dynamic and its role in the success and failure of an organization cannot be over-emphasized. However, different leadership styles are available with positive and negative significant impacts on productivity, as such, it is imperative to switch from one leadership style to another to monitor the job performance of employees effectively and efficiently in line with the organisational objectives.

Conditions of service is a drafted agreement of employment by a university based on the provision of law and status of the university and subject to ratification by the governing council of such university. These are regulations governing the appointments, promotions, and other conditions of service of the academic and non-academic staff in the University. Council makes them on the recommendation of the Appointments and Promotions Committee. The regulations shall have an application to all matters appertaining to the appointments, tenure, promotions, leaves (study leave/sabbatical leave/leave of absence), and other welfare matters of academic staff, except where Council directs generally on the conditions of all University staff.

According to the University of Ibadan (2017), these are regulations governing the appointments, promotions, and other conditions of service of the academic staff in the University. Academic Staff means all persons holding appointments as members of the teaching and/or research staff of

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the University and whose primary duty is teaching and/ or research and shall also include the professional library staff of the status of Librarian II and above, as well as the non-academic staff of the University on CONTISS 06 and above. The regulations shall have an application to all matters appertaining to the appointments, tenure, leave, promotions and study leave/sabbatical leave/leave of absence of Non-academic staff, except where Council directs generally on the conditions of service of all University staff.

Human Capital Development is the programme put in place by organisations to ensure the development of their employees to keep abreast with the various development in their field and to move the organisations to a greater height by acquiring updated knowledge relevant to the objectives of the organisations. High-impact Human Resources has caused a radical shift in the way performance is being measured and managed for organisations to be able to attract, engage, and develop their top performers. Organisations are overhauling their performance management programs and focusing on developing the right mix of total rewards and development opportunities to help keep high-performing. To meet the expectation, organization must forecast systematic human resource management and also need to prepare their staff to meet organisational objectives which can lead the organization to better productivity.

Afroz (2018) stressed that human capital development is considered one of the core strategies of the organization for its effectiveness. A well organize training programme is the basis for employee performance; the effects of Training on the performance of the employee cannot be overemphasize. The work revealed the significant strong relationship between the Training program and employee performance; which is a healthy activity for both employees and the organization. Therefore, the employee has gained exceptional changes in their job performance after being trained. Through proper training, the organization creates and improves the nature of the present workers. The training will influence the conduct of employees and their working abilities resulting in improved performance and further productive changes that serve to build the performance of the employee.

To perform to expectation by employee's there is need to improve their skills, knowledge, and capability through induction, on-the-job training,

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off-the-job training, conferences, workshops, seminars, etc. Sheeba and Christopher (2020) posited that human capital plays very important roles in improving employee performance by inculcating innovative work behaviours that helps in achieving job efficient and effectiveness. However, library personnel particularly those working in the ICT/system unit of the university libraries are charge to meet the challenges of users' information needs, especially in the era of information acquisition, dissemination and use.

## **Statement of Research Problem**

University libraries are established to support the cardinal objectives of the universities which are not far from teaching, learning, research, and community services. Information and Communication Technology personnel are expected to deliver quality services to users of university libraries. These further depend on the degree of motivation in terms of leadership styles such as autocratic, democratic, transactional, transformational, and laissez-faire. Quality services also depend on favourable conditions of service such as appointment, promotion, remuneration, training, leaves, leave-of-absence, allowances, fringe benefits, disciplinary actions, etc. Human capital development is another determinant factor of job performance; its variables include induction, on-the-job training, off-the-job training, conferences, seminars, and workshop attendance as well as mentoring, etc.

From preliminary investigation by the researcher, if personnel working in the ICT/system unit of University libraries are not performing to the expectation as there is low-quality service provision, and delivery; non-punctuality and commitment to the job. This situation might be a result of either the leadership styles of the University librarian or head of the ICT/system units; unfavourable conditions of services or lack of regular training programmes for personnel. One begins to wonder what factors are responsible for this situation among personnel working in ICT/system units of public University libraries in North-Central Nigeria.

It is these problems that the researcher seeks to rectify by investigating the relationships among leadership styles, conditions of service, human capital development, and job performance of personnel working in ICT/system units of public University libraries in North-Central Nigeria.

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## **Research Hypotheses**

The following hypotheses were formulated and tested at 0.05 level of significance:

- HO<sub>1</sub>: There is no significant relationship between leadership styles and job performance of the ICT personnel in public University libraries in North-Central, Nigeria.
- HO<sub>2</sub>: There is a significant relationship between conditions of service and job performance of the ICT personnel in public University libraries in North-Central, Nigeria.
- HO<sub>3</sub>: There is no significant relationship between human capital development and job performance of the ICT personnel in public University libraries in North-Central, Nigeria.

## **Review of Related Empirical Literature**

Beauty and Aigbogun (2022) conducted a research on effects of leadership styles on employee performance in Turnali Holdings Ltd. The study population was made up of 255 personnel with sample size of 156. The research made use of descriptive and quantitative survey with structured questionnaires. The data obtained were analysed using descriptive and inferential statistics (regression model). Result showed that transformational and laissez-faire leadership were found to have significantly positive impact on employee's performance whilst transactional leadership style is found to have a negative impact on the employee's job performance. The relationship of this study with the current study is that this study examines the effect of the leadership styles on the job performance of the employee which is one of the variables which the current study researcher is trying to investigate.

Anyaeibunam and Anekwe (2021) investigated the impact of leadership styles on employee's performance. Two research objectives as well as research questions and two hypotheses were formulated. The study adopted survey research method with mixed instruments of questionnaire and interview. Descriptive and inferential statistics (regression model and ANOVA) were used to analyse the data obtained. Result showed that there was positive significant relationship between leadership styles in the organisation and employee job performance, positive significant relationship between nature of job and manager leadership style. The relationship of this study with the current study is that this study examines

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the effect of the leadership styles on the job performance of the employee which is one of the variables which the current study researcher is trying to investigate.

Enwezor (2020) carried out research on conditions of service as a correlate of teachers' job performance in primary schools in Onitsha south local government area of Anambah state, Nigeria. Four research objectives were formulated. Two research hypotheses were equally formulated such as - There is no significant relationship between salary and promotion on teachers' job performance in primary schools in Onitsha South Local Government Area of Anambra state, Nigeria. There is a significant relationship between salary and promotion on teachers' job performance in primary schools in Onitsha South Local Government Area of Anambra state, Nigeria. The study used a survey research design and the population of the study consisted of all 40 Head Teachers and 309 teachers in 40 primary schools in Onitsha South Local Government Area of Anambra state, Nigeria. The total population is 349. The sample size of the study consists of 40 Head Teachers and 180 teachers randomly selected from the total population of 349. The total size for the study is 220. The instrument for data collection was a questionnaire and was structured on a four-Likert rating scale. The reliability of the instrument was determined using SPSS and Cronbach's Alpha with an overall index of 0.81 showing that the instrument was reliable for data collection. The data collected from the respondents were analysed using descriptive statistics. While null hypotheses were tested with chi-square statistics at a 0.005 level of significance.

The result revealed that salary and promotion as conditions of services do not correlate with teachers' job performance in primary schools in Onitsha South Local Government Area of Anambra state, Nigeria. The relationship of this study with the current study is that this study examines the effect of the condition of service on the job performance of the employee which is one of the variables which the current study researcher is trying to investigate.

Baribor (2021) conducted a research on conditions of service and employee attitudes in River State University. Three research objectives as well as research questions were formulated. The research adopted a survey research method, with population of 973 staff and a sample size of 324. The instrument used was questionnaire on a four-Likert scale. Method



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of data analysis was descriptive statistics and inferential statistics. Result showed that leave bonuses, training allowances, positive work environments, and promotions all have significant impact on employees' attitudes in river state University. The relationship of this study with the current study is that this study examines the effect of the condition of service on the job performance of the employee which is one of the variables which the current study researcher is trying to investigate.

Rahman and Malik (2021) investigated relationships between training and development and employees' performance. Three research objectives as well as research questions were formulated. The study adopted a qualitative methods, descriptive and inferential statistics were used to analyse data. Result showed that there was positive correlation between training and employees' job performance. The relationship between this study and the current study is that this study measures the effectiveness of training and development on the job performance of the employee which is one of the variables the current study is trying to investigate.

Famodun (2020) examined the impact of training and development on employees' performance in Central Bank of Nigeria (CBN). Four research objectives, five research questions and four research hypotheses were formulated respectively. The population of study includes all CBN work force with a sample size of 200 population. Data collection was both primary and secondary sources. Primary sources was structured questionnaire while secondary sources made used of scholarly books, magazines and articles. Data analysis was done using descriptive and inferential statistics. Result showed that mentoring, empowerment, job delegation and job rotation have significant impact on employees' commitment to job performance. The relationship between this study and the current study is that this study measures the effectiveness of training and development on the job performance of the employee which is one of the variables the current study is trying to investigate.

## **Methodology**

Descriptive survey design was used for this study. The population of the study consists of 85 personnel working in the ICT/Systems unit of 13 public University libraries in North-Central Nigeria. The population and of course, the number of personnel working in ICT/system units of the 13 public University libraries was 85 and because of the manageable size of

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the population, the researcher decided to embark on complete enumeration and thus there was no need for sampling. Adopting the entire population of ICT personnel helped to generate adequate data leading to adequate findings, more so that Obim and Apokurerie (2022) embark on a complete enumeration of 100 Library and Information Science Educators in seven university- based library schools in South-East Nigeria because the population was manageable.

Structured questionnaire was designed and used in data collection to elicit responses in terms of motivational variables (leadership styles, conditions of service and human capital development) respectively. The self-designed copies of the questionnaire were validated by two lecturers in the Department of Library and Information Science, and lecturers in the Department of Public Administration of Ibrahim Badamasi Babangida University, Lapai. They went through the instruments pointing out the errors and corrections. The corrected version of the instruments was pilot-tested outside the study areas. For this purpose, Ahmadu Bello University, Zaria was used for the exercise. In this case, two copies of the checklist, and 20 copies of the questionnaire on independent variables were administered to the subordinates' staff, while 20 copies of the subordinates' questionnaire were administered to 10 Heads of the ICT/system unit respectively at two-week intervals using the test-retest method. The Cronbach's Alpha reliability coefficient was 0.87, which shows that the instrument is reliable and usable.

Data for the study was collected through filled copies of the questionnaire. The copies of the questionnaire were administered to the personnel working in ICT/system units of the 13 public University libraries by the researcher and research assistants. The researchers and the research assistants retrieved the collect filled copies of the questionnaire and checklist from the respondents within six (6) weeks. Data collected were analysed using descriptive and later inferential statistics. Pearson product moment correlation was used to test the three null hypotheses.

## Testing of Null Hypotheses

The testing of all the three hypotheses formulated using Pearson Product Moment Correlation (PPMC).

**Hypothesis 1: There is no significant relationship between leadership styles and job performance of the ICT personnel in public University libraries in North-Central, Nigeria.**

Table 1, shows the result of relationship between leadership style and job performance of the ICT personnel in the public University libraries in

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North-Central, Nigeria. Job performance assesses whether a person performs a job well. Though the significances of relationship between the two may either be positive or negative but findings reveals that there exist correlations.

**Table 1.** Mean, Standard deviation and Correlation coefficient between Job Performance and Leadership style

Variable	Mean	Standard Deviation	r- value	P-value
Job Performance	3.39	0.664	0.13	0.000
Leadership Style	3.03	0.866		

From Table 1, the correlation between Job performance and leadership style was 0.13 which is a very weak relationship between the indicator variables, 87% of the respondents said Job performance is not determined by leadership style. This is further explained by the probability value of 0.00 which stressed that there is significant relationship between Job performance and leadership style at  $\alpha = 0.05$  (5%) level of significance study. Since the P-value is less than 0.05 therefore the null hypothesis which states that there is no significant relationship between leadership styles and the job performance of the ICT personnel in public University libraries in North-Central, Nigeria is hereby rejected.

**Hypothesis 2:** There is a significant relationship between conditions of service and job performance of the ICT personnel in public University libraries in North-Central, Nigeria.

Table 2, shows the result of relationship between conditions of service and job performance of the ICT personnel in the public University libraries in North-Central, Nigeria. The conditions of service are an essential instrument in civil service delivery because it has the potential to influence motivation and employee performance.

**Table 2** Mean, Standard deviation and correlation coefficient between Job performance and Condition of Service

Variable	Mean	Standard Deviation	r- value	P-value
Job Performance	3.39	0.664	-0.024	0.496
Condition of Service	3.08	0.782		

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From Table 2, The Mean response between Job performance and condition of service is 3.39 and 3.08 respectively which show a mean difference of 0.31, also the Correlation coefficient of -0.02 which is very weak negative correlation between Job performance and condition of service, since about 2% of the respondent agreed that there is a negative relationship between Job performance and condition of service. This is further explained by the probability value of 0.496 which shows that there is no significant relationship in both Job performance and Condition of service at  $\alpha = 0.05$  (5%) level of significance. ( $P > 0.05$ ). Since the P-value is greater than 0.05 therefore the null hypothesis which states that there is no significant relationship between conditions of service and the job performance of the ICT personnel in public University libraries in North-Central, Nigeria is hereby accepted.

**Hypothesis 3:** There is no significant relationship between human capital development and job performance of the ICT personnel in public University libraries in North-Central, Nigeria.

Table 3, shows the result of relationship between conditions of service and job performance of the ICT personnel in the public University libraries in North-Central, Nigeria. Human capital is key to organisational development, attainment of set goals and creating more inclusive societies.

**Table 3** Mean, Standard deviation and correlation coefficient between Job performance and Human Capital development

Variable	Mean	Standard Deviation	r- value	P-value
Job Performance	3.39	0.664		
Human Capital Development	3.38	0.665	0.08	0.016

From Table 3, The Mean response between Human Capital Development Job performances is 3.39 and 3.38 respectively which shows 0.01 mean difference, with Correlation coefficient of 0.08 which is very weak relation between Job performance and Human Capital Development, since about 8% of the respondent agreed that there is a positive relationship between Job performance and Human capital Development. This is further affirmed by the probability value of 0.016 which shows that there is mean

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significant relationship between Job performance and Human Capital Development  $\alpha = 0.05$  (5%) level of significance. ( $P < 0.05$ ). Since the P-value is less than 0.05, the null hypothesis which state that there is no significant relationship between human capital development and job performance of the ICT personnel in public University libraries in North-Central, Nigeria is hereby rejected.

## **Discussion of Null Hypotheses Findings**

The testing of the first hypothesis on the relationship between leadership style and job performance of personnel working in ICT/e-Libraries units of public university in North-Central Nigeria showed that there was significant relationship between leadership style and job performance because the calculated P-value (0.000) is less than the 0.05 level of significance which means the null hypothesis is rejected. The findings corroborates that of Beauty and Aigbogun (2022) as they reported that transformational and laissez-faire leadership styles were found to have positive impact on employee's performance.

The testing of the second hypothesis on the relationship between conditions of service and job performance of personnel working in ICT/e-Libraries units of public university in North-Central Nigeria showed that there was no significant relationship between conditions of service and job performance because the calculated p-value (0.496) is greater than the 0.05 level of significance which means the null hypothesis is retained. The findings corroborates that of Enwezor (2020) who reported that salary and promotion as conditions of services do not correlate with teacher's job performance in primary school in Onitsha Local Government Area of Anambra State, Nigeria.

The testing of the third hypothesis on the relationship between human capital development and job performance of personnel working in ICT/e-Libraries units of public university in North-Central Nigeria showed that there was correlation between human capital development and job performance because the calculated p-value (0.016) is less than the 0.05 level of significance which means the null hypothesis is rejected. The finding corroborates that of Rahman and Malik (2021) as they reported positive correlation between training and development and job performance of employee.

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## Conclusion

The styles of leadership adopted by the heads of unit or supervisors as well as the conditions of service applicable serve as encouragement and motivations to personnel on their job performance. However, it can be seen through the hypotheses testing that conditions of service is found to have no significant relationship with job performance of the personnel working in the ICT unit of the universities libraries in North-Central Nigeria. The importance of conditions of service should not be ignored, more should be done to encourage the universities to provide clear and bold conditions for their personnel. So also, the training and development programmes provided and attended by the personnel have positive impacts on the library and improves personnel skills, knowledge and attitudes towards job performance.

## Recommendations

Based on the major findings the following are recommended;

1. The management of public Universities in North-Central Nigeria should adopt styles of leadership that are democratic, transformational and transactional that will enable personnel to perform their assigned duties to expectation without reservations.
2. The management of public Universities in North-Central Nigeria should ensure that the conditions under which the personnel is expected to work with the University is bold, clear and unambiguous to motivates personnel to deliver appropriately in their job performance.
3. The management of public Universities in North-Central Nigeria should ensure that the staff most especially those in the ICT/e-Library unit of the library undergoes or participate in training programmes that are necessary to their development in order to deliver appropriately on their job performance.

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