

Perceived Influence of ICT and Work Environmental Productivity of Library Personnel in Colleges of Education in Niger State, Nigeria

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Abstract

This study investigated the perceived influence of Information Communication Technology and the work environment on the productivity of library personnel in college education libraries in Niger State, Nigeria. The study was guided by four research objectives. A descriptive survey research design was used for this study. The population of the study comprised one hundred and two (102) library personnel in the two colleges of education libraries in Niger State, Nigeria. A close-ended structured questionnaire was used as a data collection instrument. Mean, and standard deviation were statistical tools used for data analysis. Findings showed that the level of productivity is low, the perceived influence of ICT is moderate, and the perceived influence of the work environment of library personnel in colleges of education libraries in Niger State, Nigeria is moderate. The study concluded that the low level of productivity of library personnel could be attributed to a poor working environment and a lack of application of ICT in library operations. The study recommended that the Management of colleges of education in Niger State, Nigeria, should make their libraries more conducive and comfortable for both staff and users, provide more opportunities for ICT training of staff, provide alternative electricity power supply, adequate provision of ICT facilities in their libraries for effective application of ICTs in library operations, provide good lighting system, adequate spaces and furniture and good ventilation system in their libraries for better productivity.

Keywords: *Colleges of Education, ICT, Library Personnel, Productivity, Work Environment*

Introduction

Colleges of education libraries in Nigeria are regarded as academic libraries. Academic libraries are those libraries that are established in tertiary or higher institutions of learning such as colleges of education, polytechnics, monotechnic and universities to collect, organise, preserve and store information for the use of users such as students, teachers and others for educational purposes to enhance education, assist both students and teachers achieve their educational objectives. Every tertiary institution in Nigeria owns at least one academic library. The importance of academic libraries must be balanced in the sense that they provide information to students, lecturers and researchers. This, in turn, enhances the teaching and learning process as well as boosts the ability of researchers within the institution to carry out reputable research. There are some reasons why academic libraries are sometimes referred to as the nerve centre of tertiary institutions (Filson and Agyekum, 2014). Information can better be provided to students, lecturers and researchers in a conducive work environment and application of Information and Communication Technology in the operations of the libraries.

Productivity is a concept that depends on the context in which it is employed. It is a ratio to measure how well an organization or individual converts input resources (labour, materials and machines) into goods and services. Productivity can also be regarded as a ratio to measure how well an organization or individual converts input resources (labour, materials and machines) into goods and services. This is usually expressed in ratios of inputs to outputs. Ali(2013) defined productivity as what people can produce with the smallest amount of effort. It is the rate of power to produce, but productivity from the Management or economic point of view is the ratio of what is produced to what is required to produce it. Productivity is good for everyone and serves as an important ingredient for the survival and sustainable growth of every organization. While in the librarianship point of view, they are tangible services which every library personnel is expected to perform to satisfy the information needs of their clientele (Saidiet *al.*, 2019). In the context of this study, the researchers viewed productivity as the effort made by library personnel to provide services of their institution libraries to the users for growth, progress and development of that institution. These can be achieved through a conducive work environment and the application of Information Communication Technology (ICT) in library operations for effective service delivery.

Information Communication Technology (ICT) combines computing, telecommunication and broadcasting technologies to produce information. Examples of computing technologies are computers and their accessories, while telecommunication technologies include telephone, facsimile, fax, and e-mail. Broadcasting technologies include radio, television, and video. The word Information and Communication Technology is not new to contemporary culture. It applies to the multiple technologies used for information collection, coordination, transfer and distribution. According to Husseini *et al.* (2021), ICT is used as a knowledge-gathering, processing, storage, transmission and dissemination tool. With the advancement in ICT, electronic information services have propelled the world into the information age, such as electronic books, electronic journals, CD-ROM libraries, OPAC, web databases and the internet.

To work efficiently and effectively, every agency or entity can still rely on conventional printed information services.

The work environment can be anything around the employee and can affect how they perform their duties. The working environment is both an external and internal condition that can influence the working spirit and result in instantly finished jobs. A decent working environment is ideal, secure, healthy, and comfortable (Al-Omari and Okasheh, 2017). The physical environment at work is critical to employees' performance, satisfaction, social relations and health. It is generally believed that the physical design of offices and the environmental conditions at workplaces are important factors in organisational performance. There are two main components of the work environment, physical and behavioural. The physical components are inclusive of those elements relating to the ability of occupants of a particular office to connect with the environment of the office. The behavioural environment are the elements relating to the way occupants of an office associate among themselves and how the office environment can affect the way a person behaves. The physical environment and how productive its occupants are categorised into two: layout and comfort of the workplace, and behavioural environment into two: interaction and distraction. The work environment consists of the office buildings, their furniture and layout, and the physical conditions under which workers operate. It is also concerned with the external factors to the services which the office serves, and due to the adverse effect of work environment on the morale of employees, the need for provision of a good physical work environment to enhance employees' productivity cannot be over-emphasised (Gachuiet *al.*, 2020).

Problem Statement

The working environment of library personnel is fast changing, which demands a conducive work environment and application of ICT in library operations for effective service delivery. For colleges of education libraries to achieve maximum productivity in terms of supporting learning, teaching, research, and service to the host community where the colleges of education are located, a conducive work environment and application of ICT are paramount for library personnel to perform their statutory functions to achieve the set objectives of the parent institution. Thus, the productivity of library personnel in colleges of education libraries in Niger State, Nigeria, was below expectation as Ali (2013) found that the productivity of library staff in Nigerian colleges of education was low. Extant literature and researchers' observation have shown that some library personnel in colleges of education libraries in Niger State, Nigeria, find it difficult to cope with the nature of the work environment and tools of the ICTs in library operations, which may invariably affect their productivity. Could the challenges be due to poor work environment and lack of ICT application in library operations? To proffer a solution to these problems, the researchers investigated the perceived influence of Information Communication Technology and the work environment on the productivity of library personnel in college education libraries in Niger State, Nigeria.

Objectives of the Study

The objectives of the study are to:

1. examine the level of productivity of library personnel in colleges of education libraries in Niger State, Nigeria;
2. determine the perceived influence of ICT application on the productivity of library personnel in colleges of education libraries in Niger State, Nigeria;
3. ascertain the perceived influence of work environment on the productivity of library personnel in colleges of education libraries in Niger State, Nigeria;
4. identify the factors of ICT and work environment inhibiting productivity of library personnel in colleges of education libraries in Niger State, Nigeria.

Literature Review

Ugwu and Kingsley (2021) postulated that in the past few years, the world had witnessed phenomenal growth in Information Communication Technology, computer networks and Information Technology. The development of new broadband, communication services and conveyance of telecommunications with computers has created numerous possibilities for using various new technology tools. These technology tools are now been used in university libraries to enhance job performance for effective service delivery to the clientele. The researchers note that Information Communication Technology (ICT) combines computing, telecommunication and broadcasting technologies to produce information. Consequently, Humblu and Tareen (2021) opined that there is a widespread belief that Information Communication Technologies (ICTs) can play a major role in transforming and modernizing our everyday lives, as well as educational structures and learning methods. In the education sector over the past few years, ICT has been significantly raising the teaching and learning process. The teaching and learning process can only be effective through extensive research in libraries.

Al-Omari and Okasheh (2017) posited that the work environment could be anything that exists around the employee and can affect how the employee performs their duties. The working environment is both an external and internal condition that can influence the working spirit and result in instantly finished jobs. A decent working environment is an ideal, secure, healthy, and comfortable environment. The authors further asserted that the physical environment is critical to employees' performance, satisfaction, social relations and health. It is generally believed that the physical design of offices and the environmental conditions at workplaces are important factors in organisational performance. In a related assertion Gachui *et al.* (2020) state that there are two main components of the work environment, physical and behavioural. The physical components are inclusive of those elements relating to the ability of occupants of a particular office to connect with the environment of the office. The behavioural environment are the elements relating to the way occupants of an office associate among themselves and how the office environment can affect the way a person behaves. The authors further categorised the physical environment and how productive its occupants are into two: layout and comfort of the workplace and behavioural environment into two: interaction and distraction. In the context of this study,

the researchers viewed the work environment as the elements that consist of the setting in which an individual work and influences labourers.

Productivity could be regarded as a ratio to measure how well an organization or individual converts input resources such as labour, materials and machines into goods and services. Ali (2013) averred that productivity is what people can produce with the smallest amount of effort. The authors further averred that it is the rate of power to produce, but productivity from the Management or economic point of view is the ratio of what is produced to what is required to produce it. Productivity is good for everyone and serves as an important ingredient for the survival and sustainable growth of every organization. While in the librarianship point of view, they are tangible services which every librarian is expected to perform in order to satisfy the information needs of their clientele (Saidiet *al.*, 2019). In the context of this study, the researchers viewed productivity as the effort made by teacher librarians to teach and provide services of their institution libraries to the users for growth, progress and development of that institution.

Gachui *et al.* (2020) conducted a similar study guided by a specific objective and research hypothesis. The study employed a descriptive research design. The study population comprised 623 employees at different managerial levels. Findings revealed that the work environment has a significant influence on employee performance, and the influence was positive. The study concluded that improvement in the work environment would result in an increase in employee performance at the ministry of education headquarters in Kenya. The study recommended that the ministry of education improve its working environment by ensuring that it is modernized, comfortable for its employees and secure.

Saidi *et al.* (2019) conducted a similar study guided by six research questions in line with the research objectives. The study adopted a quantitative research design with a correlational approach. The researchers used a simple random sampling technique. The study adopted a questionnaire from Borman (2004) on the working environment and employee satisfaction. The population of the study comprised 250 respondents from North Kuching City Council. 159 copies of the questionnaire were distributed, and 110 were considered valid. The collected data were analysed using the Pearson Correlation Analysis and Multiple regression analysis to test the relationship between variables and identify its dominant variables. Findings show a significant relationship between the working environment and employee performance. The supervisor's support was the dominant variable in ensuring a positive working environment. The study concluded that there is a direct relationship between job safety and security, physical working environment, relationship with co-workers, supervisor support and working hour with employee performance. The study recommended that supervisors frequently engage with their employees, especially in task planning and decision-making.

Oziokoet *al.* (2018) conducted a similar study guided by three specific objectives. The study adopted a descriptive survey design. The population of the study comprised 94 library staff and 711 library users. The instruments of the study were a questionnaire and an observation checklist. Descriptive statistical tools such as frequency and mean were used to analyse the collected data. The findings showed that various ICT facilities, such as network facilities,

photocopiers, printers, scanners, and local area networks, among others, were available in the libraries; that ICT applications are used for different purposes in the libraries; that the extent of ICT application to library services in those libraries is extensively low except few services that are of great extent. The study concluded that the provision of adequate technical support and the provision of qualitative bandwidth was suggested enhancing the maximum application of ICT in libraries. The study recommended that more ICT facilities be made available, the power supply should be improved, and adequate funds should be provided by the government to the libraries.

Akbar and Se (2017) conducted a similar study guided by three research questions in line with the research objectives. The study adopted a survey research method with a correlational approach. The population of the study comprised 120 employees as respondents. A probability simple random sampling technique was adopted. The research instrument used was a questionnaire and an observation checklist. Findings show a significant partial relationship between work environment and employee performance. The study concluded that there is a significant positive influence of the work environment on employee performance. The study recommended that the leaders in each unit should improve the work environment of its unit.

From the literature reviewed, the low level of productivity and low influence of ICT and the work environment appears to be a repetitive denary that never turns off. These could arise from the gap in a poor work environment and the lack of application of ICT in library operations for effective service delivery. It shows the needs, benefits and advantages of a conducive work environment and the application of ICT in library operations. However, none of the literature reported on the perceived influence of ICT and work environment on library personnel's productivity in college education libraries in Niger State, Nigeria. This gap is what the current study seeks to fill.

Methodology

This study adopted a descriptive survey research design. The survey research design was used because the survey type of research is characterized by population and sample and the use of data collection instruments. The study population comprised one hundred and two(102) library personnel in Yahaya Madaki Library, Niger State College of Education, Minna and Federal College of Education Library, Kontagora. The entire population was adopted for the study due to the small number. A close-ended structured questionnaire was designed to capture items on the level of productivity of library personnel, perceive the influence of ICT application and perceive the influence of work environment on productivity of library personnel in colleges of education libraries in Niger State, Nigeria. The draft copies of the questionnaire were validated by three lecturers in the Department of Library and Information Technology and a Statistician in the Department of Statistics, all from the Federal University of Technology, Minna and 30 copies of the modified version were pre-tested on 30 library personnel of Niger State Polytechnic Library, Zungeru and Federal Polytechnic Library, Bida respectively using test re-test method. The selection of this institution was due to the fact that they are neither part of the population, study area, nor part of the sample. A reliability coefficient of 0.89 was obtained. The figure is above half (1/2), indicating that the instrument is excellent and reliable. Research questions were

descriptively analysed using mean and standard deviation with a benchmark of 2.50. A total of 102 copies of the questionnaire were administered to library personnel in the sample institutions. A response rate showed the returned 102 copies of the questionnaire representing 100 percent.

Data Presentation and Analysis

Table 1: Level of Productivity of Library Personnel in Colleges of Education Libraries in Niger State, Nigeria

SN	STATEMENTS	\bar{x}	STD	DECISION
Motivation				
1	The career prospects in the library profession motivate me to work harder, and this enhances productivity in the library.	2.96	0.52	High
2	The prompt payment of monthly staff salary motivates me to meet work deadlines, thus enhancing productivity in the library.	2.86	0.47	High
3	Regular promotion of staff when due motivates me to come up with new ideas and better ways of doing things, and this enhances productivity in the library.	2.76	0.26	High
4	The reward system for hardworking and dedicated staff motivates me to effectively perform my tasks, thus enhancing productivity in the library.	2.42	0.37	Low
Work Environment				
5	The library working environment is quite conducive, enhancing productivity in the library.	2.44	0.39	Low
7	The security and safety of the work are guaranteed, and this enhances productivity in the library.	2.35	0.25	Low
8	The management support is adequate, and this enhances productivity in the library.	2.23	0.27	Low
ICT				
9	Application of ICT in library operations helps me reduce redundant work, thus enhancing productivity in the library.	2.41	0.35	Low
10	Application of ICT in library operations enables me to effectively perform my work better, and this enhances productivity in the library.	2.81	0.31	High

11	Application of ICT in library operations enables me to provide quality library services to users, thus enhancing productivity in the library.	2.49	0.41	Low
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Key: \bar{x} = Mean and STD = Standard Deviation

The data presented in Table 1 were analyzed for library personnel productivity level. The results showed that respondents indicated high productivity in six statements out of the eleven items listed on the level of productivity as mean scores were above the benchmark of 2.50 criteria standard. On the other hand, respondents indicated low productivity in the other five statements as the mean scores were below the benchmark of 2.50 criteria standard.

The study further revealed that the level of productivity of library personnel in colleges of education libraries in Niger State, Nigeria, is low. This finding is supported by a similar study by Agada *et al.* (2021) that performance measures how effectively library staff carry out their duties or responsibilities to accomplish specific and desirable results. This finding corroborates the findings of Akor (2009) and Aboyade (2014), who both reported that the job performance of professional librarians in Nigerian federal universities and government-owned universities in North-Central, Nigeria was on a low level. However, this finding does not corroborate the finding of Adeeko *et al.* (2017), who reported that the level of the job performance of library personnel in universities of Southwest Nigeria is high. However, the library as a unit within an institution of higher learning, such as a college of education, requires high-performing personnel to realise its vision and mission of meeting the information needs of the parent institution.

Table 2: Perceived Influence of ICT Application on the Productivity of Library Personnel in Colleges of Education Libraries in Niger State, Nigeria

S/ N	STATEMENTS	\bar{x}	STD	DECISIO N
1	Application of ICT in library operations improves my job satisfaction, thus enhancing productivity in the library.	2.56	0.06	High
2	Application of ICT improves my ability to perform digital reference and serial services and this enhances productivity in the library.	2.61	0.10	High
3	Application of ICT aids the division of labour among library staff for effective service delivery, thus enhancing productivity in the library.	2.20	0.30	Low
4	Application of ICT helped in the budgeting provision	2.39	0.11	Low

in my institution's library, and this enhanced productivity in the library.

5	Application of ICT makes it easy for me to cope with all situations in the library, and this enhances productivity.	2.51	0.03	High
6	Application of ICT enables me to facilitate easy search and retrieval of information, and this enhances productivity in the library.	2.18	0.32	Low
7	Application of ICT helps to facilitate communication within the institution, and this enhances productivity in the library.	2.22	0.32	Low
8	Application of ICT in library operations reduces my workload to perform tasks better, thus enhancing productivity in the library.	2.83	0.33	High
9	Application of ICT enables me to effectively disseminate information, and this enhances productivity in the library.	2.19	0.29	Low
10	Application of ICT makes it easy for me to access current data quickly, thus enhancing productivity in the library.	2.68	0.18	High

Key: \bar{x} = Mean and STD = Standard Deviation

The data presented in Table 2 were analysed for the perceived influence of ICT application on the productivity of library personnel in college education libraries in Niger State, Nigeria. The results showed that the respondents indicated high to five statements out of the ten items listed on the perceived influence of ICT application on the productivity of library personnel in colleges of education libraries as mean scores were above the benchmark of 2.50 criteria standard. On the other hand, respondents indicated low to the other five statements as mean scores were below the benchmark of 2.50 criteria standard.

The study further revealed that the perceived influence of ICT application on productivity is moderate. This finding is supported by similar studies by Husseiniet *al.* (2021), who asserted that ICT has given libraries and librarians a new dimension to carry out library services more effectively and conveniently. Consequently, Shukla and Sialai (2016) posited that ICT application is much used to create a standardized and better academic environment in educational institutes. Due to the rapidly changing environment, it is necessary to employ the applications of ICT in libraries to serve the need of their users in a better and faster way.

Table 3: Perceived Influence of Work Environment on Productivity of Library Personnel in Colleges of Education Libraries in Niger State, Nigeria

S/ N	STATEMENTS	\bar{x}	STD	DECISIO N
Physical Work Environment				
1	The lighting system of the environment is good, and this enhances productivity.	2.78	0.34	High
2	The spaces and furniture configurations are adequate, thus enhancing productivity.	2.47	0.27	Low
3	The temperature of the weather condition of the environment is good, enhancing productivity.	2.33	0.23	Low
Behavioural Work Environment				
4	The working relationship with colleagues in the library is cordial, thus enhancing productivity.	2.76	0.27	High
5	The supervisor's support is adequate, and this enhances productivity.	2.81	0.39	High
6	The library's working hours are adequate, thus enhancing productivity.	2.38	0.28	Low

Key: \bar{x} = Mean and STD = Standard Deviation

The data presented in Table 3 were analysed for the perceived influence of the work environment on the productivity of library personnel in colleges of education libraries in Niger State, Nigeria. The results showed that respondents indicated high to three statements out of the six items listed on the perceived influence of work environment on the productivity of library personnel in colleges of education libraries as mean scores were above the benchmark of 2.50 criteria standard. On the other hand, respondents indicated low in the other three statements mean scores were below the benchmark of 2.50 criteria standard.

The study revealed that the perceived influence of the work environment on productivity is moderate. This corroborates the finding of Akbar and Se (2017), who asserted that there is a partial relationship between work environment and employee performance in the private university of Jakarta. This finding does not corroborate the finding of Gachuiet *al.* (2020), who reported that the work environment has a strong significant influence on employee performance.

Table 4: Factors of ICT and Work Environment Inhibiting Productivity of Library Personnel in Colleges of Education Libraries in Niger State, Nigeria

S/ N	STATEMENTS	\bar{x}	STD	Ran k	DECISION
Factors of ICT					
(Organisational Factors)					
1	Lack of an updated ICT strategy in the library inhibits my productivity.	2.82	0.32	6 TH	Agreed
2	Erratic power supply in the library for the operation of ICT facilities inhibits my productivity.	2.87	0.37	3 RD	Agreed
3	Lack of adequate budgeting for ICT resources by institutional Management inhibits my productivity.	2.32	0.14	13 TH	Disagreed
(Human Factors)					
4	Insufficient ICT skills, knowledge and abilities of library personnel to effectively operate ICT facilities in the library inhibits my productivity.	2.45	0.25	9 TH	Disagreed
5	Lack of opportunity for ICT training inhibits my productivity.	2.80	0.30	7 TH	Agreed
6	Individual attitudes of unwillingness to use ICTs in the library inhibit my productivity.	2.41	0.19	10 TH	Disagreed
Factors of Work Environment					
(Organisational Factors)					
7	Poor library working environment inhibits my productivity.	2.34	0.16	12 TH	Disagreed
8	Poor lighting system of the library environment inhibits my productivity.	2.92	0.34	2 ND	Agreed
9	Inadequate spaces and furniture configuration inhibit my productivity.	2.96	0.38	1 ST	Agreed
10	Poor temperature of the weather condition of the library environment inhibits my productivity.	2.83	0.33	5 TH	Agreed
(Human Factors)					
11	Poor working relationship with colleagues in the library inhibits my productivity.	2.46	0.26	8 TH	Disagreed
12	Lack of security and safety in the library work inhibits my productivity.	2.39	0.17	11 TH	Disagreed

13	Lack of management support inhibits my productivity.	2.85	0.35	4 TH	Agreed
14	Inadequate library working hours inhibit my productivity.	2.29	0.12	14 TH	Disagreed

Key: \bar{x} = Mean and STD = Standard Deviation

The data presented in Table 4 were analysed for factors of ICT and work environment inhibiting the productivity of library personnel based on ranking. The results showed that respondents agreed to seven statements out of the fourteen items listed on the factors of ICT and work environment inhibiting productivity of library personnel based on ranking as mean scores were above the benchmark of 2.50 criteria standard. On the other hand, respondents disagreed with the other seven statements as factors of ICT and work environment inhibiting productivity of library personnel in colleges of education libraries in Niger State, Nigeria, as mean scores were below the benchmark of 2.50 criteria standard.

The study further revealed that respondents agreed to seven statements out of the fourteen items as mean scores were above the benchmark of 2.50 criteria standard. On the other hand, respondents disagreed with the other seven statements as the mean scores were below the benchmark of 2.50 criteria standard. This finding corroborates the findings of Tully (2003), Chisenga (2004), and Okiy (2005), who in their findings discovered that lack and inadequate ICT personnel, lack of funds, and erratic power supply are factors of ICT that affect the job performance of academic librarians, poor and inadequate telecommunication facilities, poor level of computer literacy, poor level of computer facilities, poor level of awareness of Internet facilities among policymakers, government officials and minimum involvement of academic institutions in network building are challenges militating against the use of ICTs to enhance job performance and Low level of ICT skills; lack of available ICT policy; economic barriers (funds); ICT infrastructure; resistance to change; low capacity of a communication facility; the environment, Internet bandwidth; unstable power sources; and insufficient staff development are factors affecting job performance of academic librarians in Nigeria. This finding corroborates the finding of Al-Omari and Okasheh (2017), who reported that factors affecting employee performance include: Discomfort with used furniture, noise coming from the conversation of office workers, poor ventilation coming from low concentration of adequate oxygen in the office and poor lighting coming from natural light.

Conclusion

The study concluded that the level of productivity of library personnel is low, the perceived influence of ICT is moderate, and the perceived influence of work environment is moderate; these could be attributed to the poor work environment and inadequate application of ICT in library operations in colleges of education libraries in Niger State, Nigeria.

Recommendations

Based on the study findings and the conclusion drawn, the following recommendations were made to improve the application of ICT and the work environment at the colleges of education libraries in Niger State, Nigeria.

1. Management of colleges of education in Niger State, Nigeria, should make their libraries more conducive and comfortable for both staff and users; hardworking and dedicated staff should be rewarded, and Management should give more support to their staff.
2. Management of colleges of education in Niger State, Nigeria, should make adequate provision for applying ICT in library operations.
3. Management of colleges of education in Niger State, Nigeria, should provide adequate space and furniture in their libraries, provide good lighting and ventilation systems and increase the library's working hours for better productivity.
4. Management of colleges of education in Niger State, Nigeria, should update the ICT strategy regularly, provide alternative power supply and provide more opportunities for ICT training.

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Leadership Style as Determinants of Job Performance of Librarians in Public University Libraries in North-West, Nigeria

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Abstract

The study investigated the extent to which leadership style and job performance of librarians in North-West, Nigeria. The study adopted a survey research design. The Population of the study consisted of 736 librarians from 12 University libraries in North-West Nigeria. A sample size of 259 librarians was obtained using the Taro Yamane formula. A Proportionate stratified sampling technique was used to select the participants. The researchers employed a questionnaire as the research instrument for collecting data in this study. 259 Questionnaires were distributed to the respondents, of which 232 (91,5%) were returned. A validated and structured questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.83 to 0.95. A response rate of 91.9% was achieved. Data were analyzed using descriptive and influential statistics. The findings showed that Leadership style had a significant influence on librarians' job performance in the public universities in North-West, Nigeria ($R^2 = 0.119$, $\beta = 0.345$, $t = 9.836$, $p < 0.05$). The study concluded that leadership style and job performance contributed to librarians' job performance in public universities in North-West, Nigeria. The study recommended that the level of librarians' job performance in public university libraries in North-West Nigeria should be sustained by library management.

Keywords: *Job Performance, Job Satisfaction, Leadership Style, Motivational Factors*

Introduction

Librarians provide a lot of services to the academic community, which reflects the kind of job they carry out. They perform technical jobs such as Cataloguing and Classification, Acquisition and User Services, such as Referencing and response to users' queries. They also conduct Educational Services and Selective Dissemination of information to students, teachers and general users of the library (Jerry&Ifeka, 2020). Librarians preserve intellectual content by maintaining information in different formats. Other services