



*Conference Proceedings of*

**FEDERAL UNIVERSITY DUTSINMA  
LIBRARY COMPLEX**

**in Collaboration with**

**DEPARTMENT OF LIBRARY AND INFORMATION  
SCIENCE, FEDERAL UNIVERSITY DUTSINMA  
KATSINA STATE, NIGERIA**

**and**

**GOVERNMENT DIVISIONAL PUBLIC  
LIBRARY KOTA (RAJASTHAN) INDIA**

**A PUBLICATION OF  
FEDERAL UNIVERSITY DUTSINMA LIBRARY COMPLEX**

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## **ACKNOWLEDGEMENT**

The local organizing committee of Federal University Dutsinma Library Complex 1<sup>st</sup> International Conference hereby extends their profound appreciation to the Vice Chancellor Federal University Dutsinma for honoring and accepting to be the chief-host of this great maiden occasion. Our gratitude and appreciation also goes to all our special guests, keynote speaker, lead paper presenters within and outside the country for their tireless efforts towards the successful conduct of this conference. Our profound gratitude also goes to all those who supported this conference in one way or the other. To our presenters that made their contributions physically or virtually, we say thank you all and God bless.

**WELCOME ADDRESS BY THE CHAIRPERSON OF THE LOCAL ORGANIZING  
COMMITTEE DR. HAJARA YAKUBU (CLN)**

The Chief Host, Our Able Vice Chancellor, Professor Arma'yau Hamisu Bichi (FSS, FASN, OON),  
The Registrar and other Principal Officers of this prestigious institution, Federal University Dutsin-Ma,  
Katsina State,

Staff and Students

Distinguished Ladies and Gentle Men

Assalamu Alaikum and a very good morning to you all. All praise is due to Allah, the Most Beneficent, the Most Merciful, Peace and Blessings of Allah be upon His Messenger, Prophet Muhammad, his entire households and his companions. I am highly elated for this wonderful opportunity bestowed on me to address you this morning in this August occasion "The first International Conference/Workshop organised by FUDMA Library Complex in collaboration with the LIS Department and Public Library, Kota, India.

FUDMA Library Complex has come a long way in publishing scholarly articles in a reputable journal known as FUDIJSIM (FUDMA International Journal of Library Science and Information Management). The nurture of an idea of the FUDMA Library 1<sup>st</sup> International Conference/workshop is the culmination of the intellectuals among Library Complex and LIS Department scholars.

Of course, without the permission and support of the Vice Chancellor and the entire management, it wouldn't have been possible. Therefore, I on behalf of the LOC, appreciate our erudite, amiable, enviable and indefatigable VC, in the person of Prof. Armayau Hamisu Bichi. His tenure has elevated the status of FUDMA Library Complex in terms of expansion of the library buildings, creation of Faculty and Departmental libraries, regular procurement of information resources (prints and electronics), enhancement of staff via training and retraining as well as increment in number of users. This in line with the fifth out of the five laws of Librarianship propounded by S. R. Ranganathan which has been withstanding the test of time: "Library is a growing organism". Library has to be dynamic by adopting and adapting as well as accommodating the paradigm shift/revolutionary changes brought by information and communication technologies (ICT). Hence, the birth of this international conference.

The theme of this international conference, "Emerging Information, Knowledge System and Globalisation in Education (ICEIKSGE) is a focal point on the contemporary issues in LIS and Library Practice. Its sub-themes cover a wider spectrum in both LIS and Librarianship. The topics presented and discussed, will go a long way in spurring more research studies in the field of LIS and library practice. It is with the hope that this maiden international conference will be an annual event of magnitude clamouring for chain of continuity.

Research paves the way to unravel a hidden treasure of knowledge. Research is a process of identifying a problem and attempting to proffer a solution through scientific information gathering and analysis. Therefore, research in LIS is an attempt for problem identification, proffering solutions on the contemporary issues related to library, information resources and services for documentation and posterity.

I use this medium to thank you all for gracing this event and pray fervently that may Allah (SWT) return you back safely to your various destinations.

Long live FUDMA and Dutsin-Ma LGA!

Long live Katsina State!!

Long Federal Republic of Nigeria!!!

I wish to express our profound gratitude to NLA Chairman Katsina state Chapter, also the University Librarian UMYUK Katsina for your support to the development of library services across the state.

I warmly welcome my distinguished colleagues, the University librarian of Al'Qalam University Katsina, Dr. AA Ladan, Dr. Katamba UL FUTMINNA for honoring our invitation.

To the Vice Chancellor, Sir, let me use this opportunity to thank you and your management for your continued support to the development of FUDMA library complex. Sir, you have indeed shown a good understanding of the role of the FUDMA Library complex toward the development of this university. I assure you that, the library we will continue to work and support your mission and vision of this great institution.

Chairman, distinguished ladies and gentleman, I have a great pleasure to welcome specially a man carefully chosen and singled out for the keynote Address at this conference. He is a current University Librarian FUT Minna, within the short period of time, He shares a strong interest in the conference theme Emerging Information, Knowledge System and Globalization in Education. We are very proud to have you as a partner in progress. And in sha Allah, we will like to collaborate with your library. You are highly welcome.

To our distinguished Guests who have graciously honored our invitation, I say thank you for being part this occasion.

To all participants who have travelled from far and near, we really appreciate you all for your esteemed presence at this occasion.

I would like to offer my warmest congratulations to the Conference Organizing Committee for a wonderful job and making this conference reality, you really deserve a commendation letter from management.

**Chief Host**                      **Prof Armayaú H. Bichi (FSS, FASN, OON),**  
Vice Chancellor,  
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**Host**                                **Dr. Ukashatu Hamza Musa**  
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**Keynote Speaker:**            **Dr. Abubakar Katamba Saka**  
University Librarian,  
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the hypothesis which stated that there is no significant influence in social media use on research productivity among academic staff is rejected. However, the result of the study opposed the findings of Mabawonku and Opananwo (2016) who found out that social media have no significant influence on research productivity of lecturers in University in South-West, Nigeria. But the finding was in line with Bastos (2015) who stated that scholarly network partially support academics output.

### Conclusion

Based on the findings of this study, a number of conclusions can be drawn. It can be concluded that majority of academic staff in the study areas prefer Google+, face book as well as YouTube as tools use for their research productivity in their respective institutions. It was equally observed that numerous number of challenges are encountering by them when using social media, thus; security challenges lack of technical know-how, privacy challenges, copy right and intellectual property challenges to mention but a few. Among the hypothesis tested it was revealed that there is significant influence in social media use on research productivity among academic staff of colleges of education in north central, Nigeria.

### Recommendations

Based on the findings and conclusion of this study, the following recommendations were made:

- ▶ Academic staff in colleges of education should adequately explore opportunities of other social media aside from Google+ and Facebook for their research productivity. Social networking provide a wider opportunities for users in having access to timely, adequate, current and appropriate information. This will go a long way in helping them to access other researchers works that may be of advantage to their research productivity, it equally give room for them to upload and download available research works of other researchers.
- ▶ Government should provide funds for colleges of education in order for them to provide infrastructural facilities, internet connectivity for easy access to internet. They should equally organize seminars, workshops and conferences for academic staff in colleges of education in north central, Nigeria in order to create more awareness about the importance of social media use for research productivity.

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

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**Abstract**

*The study investigated the relationships among leadership styles, conditions of service, human capital development and job performance among personnel in ICT units of six state universities in North-Central Nigeria. The study was guided by four specific objectives with corresponding research questions, and one null hypothesis respectively. Descriptive survey design was used and the target population consist of 38 personnel working in ICT units of the six state universities in North-Central Nigeria. Complete enumeration of 38 personnel was carried out. Checklist and structured questionnaire were used in data collection while descriptive and inferential statistical tools were used to provide answers to research questions and test one null hypothesis respectively. Instruments were validated and pilot-tested using 10 and 20 copies of checklist and questionnaire through test-retest method and reliability coefficient of 0.87 was obtained. However, six and 38 copies of checklist and questionnaire were administered on heads of ICT units and personnel in ICT units of the six state university libraries in the geo-political zone respectively. The six copies of checklist administered on heads of ICT units were filled and returned in usable form. Out of 38 copies of questionnaire administered, 27 copies were completed and returned in usable form for the analysis. Results showed that almost all ICT facilities were available and functional. Results further revealed that motivation variables has enhanced job performance of personnel. The study concluded that job performance can only be possible with the available functional ICT facilities and good personnel management. The study recommended amongst that management of state universities in North-Central Nigeria should make provision for more ICT facilities and pay more attention to personnel management.*

**Key words:** ICT, Job performance, Libraries, Nigeria, State, Universities

**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 depends to some extent on certain independent variables such as leadership styles, conditions of service, and human capital development. 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.

The job performance level may be high, moderate, low or at zero level depending on certain factors such as leadership styles, technical know-how, job satisfaction of library ICT personnel, availability of equipment, conditions of service, etc. Leadership styles of manager could be democratic, transactional, transformational, laissez-faire or autocratic (Ahmad, 2021). Each of these leadership styles possess certain characteristics which can affect the job performance and productivity of subordinates in organisations. Conditions of service refers to draft agreement between employer and employee at the commencement of the appointment. Conditions of service have to do with guidelines governing the appointment, promotion, welfare, study and sabbatical leave etc as well as general conditions of university staff (ATBU, 2018).

It should be noted however that good job performance also requires further training and re-training in addition to good service conditions. No institution or organization attains sustainable growth without developing the human resources necessary to drive such growth. The development and utilization of human capital are important to productivity and achievement of the stated objectives of any university library and its parent institutions. Given this background, one would expect that for any library to achieve its primary objectives in terms of the dissemination of electronic resources effectively would prioritise the human capital development of its ICT personnel. A good job performance also requires further training in addition to good service conditions. Employee training is essential for libraries because training and development of employees allows the library to improve the ability and capacity of its employees to implement its objectives and provide equitable services to its clientele.

It is of great significance to note that ICTs personnel in university libraries are the backbone of university libraries. No matter how big, small or beauty is, the library personnel in university libraries are the true determinants of how successful or how incompetent the library will turn out to be. Therefore, having an adequately trained workforce is vital to ensure that the library has the right staff that has been professionally trained and qualified to do their tasks properly. However, to have a productive workforce, it is absolutely essential that employees receive the adequate training they require. In return, libraries are compelled to implement updated staff training strategies now and then, to increase the productivity level of the ICTs personnel in university libraries.

To develop the desirable skills, knowledge, and capability of employees and position them to perform their responsibilities, managers in charge of human resource training design different training programs, e.g. induction, on-the-job training, off-the-job training, conferences, workshops, seminars, etc. Such training programs not only target to improve the familiarity of employees with their responsibilities but also helps to encourage employees to develop more commitment towards their job (Lakra, 2016). However, library personnel

particularly those working in the ICT/system unit of the university libraries are saddled with the challenges of meeting users' information needs, especially in the era of information acquisition, dissemination and use.

There are six (6) geo-political zones in Nigeria out of which 36 states and FCT Abuja were contained. The six (6) geo-political zones are North-West, North-East, North-Central, South-South, South-East and South-West. Each of these geo-political zones control at least **six (6) states**. However, this study is confined to North-Central geo-political zone within Northern part of Nigeria and harbour six (6) states namely; Benue, Niger, Kwara, Kogi, Nasarawa and Plateau state, and Federal Capital Territory, Abuja respectively.

### **Statement of Research Problem**

University libraries are established to support the ultimate 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 researchers, 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 as a result of either the leadership styles of the University librarian or heads 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 **state** university libraries in North-Central Nigeria.

It is these problems that the researchers 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 **state** university libraries in North-Central Nigeria.

### **Objectives of the Study**

The aim of this study is to investigate the relationship among leadership styles, conditions of service, human capital development, and job performance of personnel working in ICT units in state university libraries in North-Central, Nigeria. The specific objectives of this study are to:

- i. Determine the type of ICTs facilities available in ICT units of state university libraries in North-Central, Nigeria.
- ii. Determine the relationship between leadership styles and job performance of ICT personnel in state university libraries in North-Central, Nigeria.
- iii. Determine the relationship between conditions of service and job performance of ICT personnel in state university libraries in North-Central, Nigeria.
- iv. Identify the relationship between human capital development and job performance of ICT personnel in state university libraries in North-Central, Nigeria.

### Research Questions

The study was guided by the following research questions;

- a. What are the types of ICTs facilities available in the ICT units of the state university libraries in North-Central, Nigeria?
- b. What form of relationship exists between leadership style and job performance of the personnel working in the ICT unit of the state university libraries in North-Central, Nigeria?
- c. Is there any relationship between conditions of service and the job performance of the personnel working in the ICT unit of state university libraries in North-Central, Nigeria?
- d. Is there any relationship between human capital development and the job performance of the personnel working in the ICT unit of state university libraries in North-Central, Nigeria?

### Research Hypothesis

The null hypothesis was formulated to guide this study at 0.5 level of significance:-

HO<sub>1</sub>: There is no significant composite contribution of leadership styles, conditions of service, and human capital development to the job performance of ICT personnel in state university libraries in North-Central, Nigeria.

### Literature Review

Okpokwasili and Kalu (2021) investigated the effect of the Laissez-Faire leadership style on the job performance of subordinates in academic libraries in Port Harcourt, River State, Nigeria. The research made use of a survey design and the entire population was adopted, consisting of 74 professionals and para-professionals in the academic libraries. The research instrument used was a structured questionnaire and the reliability coefficient was 0.94 using Pearson Product Moment Correlation (PPMC). The result showed that the Laissez-Faire leadership style has an apposite significant impact on employee job performance.

Kalu and Okpokwasili (2021) carried out a study on the leadership style mostly adopted by academic libraries in Port Harcourt, River State, Nigeria. The research design used was a survey design and the work adopted the entire population of 74 professionals and para-professionals working in the libraries. Data collection was done through a structured questionnaire, using a four-Likert scale. The reliability of the instrument was tested using Pearson Product Moment Correlation (PPMC) and the hypothesis was tested using Chi-Square statistic. The result showed that the calculated value of the Chi-Square was 65.79 and was greater than the chi-square value of 7.81 at 0.05 degrees of freedom. The tested null hypothesis revealed that the leadership style adopted by academic libraries significantly affects subordinates' job performance.

Kanapathipillai & Azam (2020) investigated the impact of employee training programs on job performance and job satisfaction in telecommunication companies in Malaysia. Four research hypotheses were formulated such as- there is no significant relationship between the training program conducted and the employee's job performance, there is a significant relationship between the training program conducted and the employees' job performance; there is no significant relationship between the training program conducted and the employees' job satisfaction and there is a significant relationship between the training program conducted and the employees' job satisfaction. The research used the quantitative method to investigate the employees from three major telecommunications companies concerning training that influenced their job performance and job satisfaction. The target population was 500

employees, and they were all full-time employees of telecommunication companies located in Malaysia. The population comprised employees ranging from executives to nonexecutives who were targets of this research. A total of 500 self-administered structured questionnaires were distributed to the employees of the three telecommunication companies. 316 questionnaires were returned from the respondents out of 500 formal standardized questionnaires distributed. The data were analysed using SPSS Version 23.

The reliability testing was carried out using Cronbach's Alpha of which values were all between  $0.7 < \alpha < 0.8$ , which showed the internal consistency of the questionnaire. A regression procedure was used to test the relationship between two quantitative variables, firstly between training and job performance and secondly between training and job satisfaction, if there is a theoretical basis for a cause and effect between these two variables. The result showed that the null hypothesis was rejected while the alternate hypothesis was accepted. The outcomes of this study revealed that training affects employees' job performance and job satisfaction. The relationship of this study with the current study is that it measures the impact of training as a determinant of the job performance of the employee of which human capital development is one of the variables of the current study.

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.

Alnawfleh (2020) investigated the effect of training and development (T&D) on employee performance in the Aqaba Special Economic Zone Authority. Three research objectives were formulated. So also, three research questions were equally formulated such as – is there an effect of training and development on employee performance in the Aqaba Special Economic Zone Authority, and how do employee evaluate the training and development programs provided by the authority? The study adopted a descriptive, correlational, cross-sectional design to assess the effect of training and development programs. The instrument used for data collection was a questionnaire which consists of four parts, and five-Likert rating scales. The data collected were analysed using Statistical Package for Social Sciences (SPSS version 21). Descriptive statistics were used to analyse the employee's demographic information, and also to summarize the employee's evaluation of the training and development programs as well as the employee's self-evaluation of their level of performance. While

inferential statistics (t-test) was used for testing the effect of training and development programs on employee performance.

The result revealed that the participants consider the training and development programs offered by the authority; as important and effective in developing employee performance, the researcher also concluded that there was a significant relationship between training and development programs and employee 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.

Mustapha (2020) conducted a study on the impact of motivation on employee performance in some public and private schools in Talata Mafara. Three research objectives were formulated and also three research hypotheses were equally formulated to include - positive motivation increase employee performance sufficiently and effectively, and Negative motivation makes an employee perform inefficiently and ineffectively. The research adopted a survey design and the instrument for data collection was a questionnaire targeted at 250 respondents, of which 200 were returned and analysed. The data was analysed using descriptive statistics.

The results showed that the researcher was able to discover that the primary and secondary school teachers were among the least paid workers in the State, on the issue of training most of them have undergone training, it also revealed that the pay package of both the public and private schools in the local government was inadequate and has affected the performance of the teachers and this tends to demoralised the job performance zeal in employees. The relationship of this study with the current study is that this study investigated the impact of training as a motivational factor that determines employee performance which is one of the variables the current study is investigating to determine how it may affect the job performance of the personnel in ICT units of the university libraries in North-Central Nigeria.

Adamu and Saka (2022) conducted a study to determine the influence of awareness, accessibility and use of ICT facilities by engineering lecturers towards academic activities in University libraries in North-Central Nigeria. Checklist and questionnaire were used in data collection hence it was reported through checklist that almost all ICT facilities were available in the five sampled universities running engineering programme in the geopolitical zone. The available ICT facilities includes: computer, CD-ROM, photocopiers, printers, digital camera, OPAC, scanner, and projector. Most of the studied university libraries do not possess pen drive and tablet drive and thus the study recommended to the management of universities in North-Central Nigeria the provision of adequate funds for the acquisition of adequate ICT facilities

Owota and Elliot (2022) examined the condition of service and employees' job performance among employees in Bayelsa State Nigeria. The study formulated two specific objectives and include relationship between promotion and job performance as well as condition of staff development and job performance among civil servants in Bayelsa State. The study adopted correlational survey design with target population of 28,000 workers in 26 ministries. A sample size of 393 respondents and five (5) ministries were selected using simple random technique. Results showed positive effect of promotion on job performance of workers as well as training and development among workers.

## **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 six (6) state university libraries in North-Central Nigeria. The population and of course, the number of personnel working in ICT/system units of the six (6) state university libraries was 38 and because of the manageable size of 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. Find below the population/number of personnel working in ICT units of the six (6) state university libraries in North-Central, Nigeria. The self-designed copies of the checklist and 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 respectively. 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 six (6) 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 instruments are reliable and usable.

Data for the study was collected through filled copies of the checklist and structured questionnaire. The checklist was used to collect data on the availability and non-availability of ICT facilities, while the questionnaire had a cover letter that briefly explained the research topic and assured the respondents that the information provided will be confidential and used for research purposes. Data collected were analysed using descriptive and inferential statistics. Descriptive statistics such as frequency counts, percentages, the mean and standard deviation were used in analysing data related to research questions, while regression model was used to test one null hypothesis.

### **Results and Discussion**

This section provides analysis of data in the form of descriptive and inferential statistics in order to provide answer to four research questions and test the formulated null hypothesis. The six (6) copies of checklists were administered on heads of ICT units, filled and all returned. Out of 38 copies of questionnaires administered on subordinate staff in ICT units, 27 copies were completed, returned and found usable for the analysis. This represent 71% return rate.

#### **Table 1. Types of ICT Facilities Available in ICT Units of the Public University Libraries**

From Table 1, the respondents agreed that 63.3% hardware facilities were available and functional at the ICT units, while 24.2% of the facilities were not available in the **state** university libraries in North-Central, Nigeria. Also, 29.4% of software (operating systems and applications) used by library computers in ICT Units were functional and that 63.6% of required software were not available. The table further revealed that, functional web browsers required were available and functional at 71.2% rate but 1.9% of it were not functional. It was also observed that most libraries made use of document creators or readers and the respondents agreed that 43.3% of which were functioning. Thus internet service provision which stood at 44.0% functioning implies that Internet services were not encouraging at 52.0% of non-functioning. The result also revealed that information handling tools were available and functional at 78.0% rate, and storage devices and backup memory used in the libraries were not adequate at the rate of 56.7% in the **state** university libraries in North-Central, Nigeria.

**Table 2 Relationship between Leadership Styles and Job Performance**

| S/N | Leadership of the Head of Unit/Library   | SD<br>1 | D<br>2 | A<br>3 | SA<br>4 | Mean | Std.<br>Dev. | Decision |
|-----|--|---------|--------|--------|---------|------|--------------|----------|
| 1.  | My supervisor competency has helped in job performance   | 0       | 2      | 10     | 15      | 3.03 | 7.0          | High     |
| 2.  | I acquire lots of knowledge and experience working with my supervisor and assist in job performance          | 0       | 1      | 14     | 12      | 3.37 | 7.3          | High     |
| 3.  | My supervisor exhibit democratic leadership style that encourages employee job performance                   | 0       | 1      | 14     | 12      | 3.37 | 7.3          | High     |
| 4.  | My supervisor provides others with new ways of looking at puzzling things                                    | 0       | 0      | 17     | 10      | 3.37 | 8.3          | High     |
| 5.  | My supervisor gets others to rethink ideas that they had never questioned before                             | 0       | 2      | 15     | 10      | 3.29 | 7.0          | High     |
| 6.  | My supervisor gives personal attention to others who seem rejected to ensure better job performance          | 0       | 2      | 14     | 10      | 3.19 | 6,6          | High     |
| 7.  | My supervisor tells others what to do if they want to be rewarded for their work                             | 0       | 1      | 16     | 9       | 3.19 | 7.5          | High     |
| 8.  | My supervisor believes employees need to be supervised closely they are not likely to do their work          | 0       | 1      | 13     | 12      | 3.29 | 7.0          | High     |
| 9.  | My supervisor is always satisfied with collective decision when making decision towards organisational goals | 1       | 2      | 12     | 11      | 3.14 | 5.8          | High     |
| 10  | My supervisor believes that most employees in the organization are performing better job                     | 3       | 11     | 8      | 4       | 2.40 | 3.7          | Low      |
| 11. | In complex situations my supervisor allows me to work my problems out on my own way                          | 2       | 6      | 15     | 4       | 2.77 | 5.7          | Low      |
| 12. | My supervisor stays out of the way as i do my work   | 2       | 12     | 8      | 5       | 2.59 | 4.3          | Low      |
| 13. | My supervisor gives me complete freedom to solve problems on my own  | 0       | 5      | 18     | 4       | 2.96 | 7.8          | Low      |
| 14. | In most situations i prefer little input from my supervisor to enable me perform job                         | 1       | 4      | 14     | 8       | 3.07 | 5.6          | High     |
| 15. | In general my supervisor feels its to leave subordinates alone to discharge their tasks                      | 1       | 14     | 9      | 3       | 2.51 | 5.9          | Low      |

With exception of items 10,11,12,13, and 15, all other 10 items have the mean value above the benchmark.

The table 2 showed the highest mean score from knowledge and experience of supervisor; democratic leadership style and provision of new ways towards better job

performance with 3.7 mean score. On the other hand, respondents doesn't agree with the statement that most employees in the organization are performing better thus having the lowest mean score of 2.40.

**Table 3. Relationship between Conditions of Service and Job Performance**

| S/N | Condition of Service in University   | SD<br>1 | D<br>2 | A<br>3 | SA<br>4 | Mean | Std.<br>Dev. | Decision |
|-----|--|---------|--------|--------|---------|------|--------------|----------|
| 1.  | The condition under which i was employed to work is bold, clear, and devoid of ambiguity   | 0       | 0      | 15     | 12      | 3.44 | 7.9          | High     |
| 2.  | It is imperative that i should endeavour to regularly familiarise myself with , seek counsel as appropriate for better job performance                 | 0       | 0      | 18     | 9       | 3.33 | 8.6          | High     |
| 3.  | The Condition in which i have agreed to serve my institution is favourable and satisfactory to job performance   | 0       | 0      | 13     | 14      | 3.51 | 7.8          | High     |
| 4.  | The condition for my progression in career fulfilling all provisions is favourable enhance job performance   | 1       | 0      | 16     | 10      | 3.29 | 7.6          | High     |
| 5.  | The provision for welfares as regards employees encourages high level of job performance   | 1       | 5      | 7      | 14      | 3.25 | 5.4          | High     |
| 6.  | The emolument provision and incremental period from the condition is adequate and does not requires further adjustment for better job performance      | 1       | 6      | 11     | 9       | 3.03 | 4.3          | High     |
| 7.  | The duties provision of accommodation is clear and is followed to letter by my employer  | 1       | 2      | 17     | 7       | 3.11 | 7.3          | High     |
| 8.  | The provision of accommodation and working environment enables employee to perform optimum tasks   | 1       | 2      | 13     | 11      | 3.25 | 6.1          | High     |
| 9.  | The provision for appointment into leadership/ office as stated in the condition are objectively implemented to measure optimum and better performance | 1       | 4      | 12     | 10      | 3.14 | 5.1          | High     |
| 10. | The provision for disciplinary and ethic committee guide employee in job performance   | 2       | 2      | 15     | 8       | 3.22 | 6.2          | High     |

Table 3 clearly revealed that all the 10 items were above 3.0 benchmark and the highest mean score of 3.44 was discovered from conditions of service that is bold, clear and show no ambiguity. This will no doubt guide employees in the discharge of their duties. Although the conditions of service further make provision for emolument and incremental period though with lowest score of 3.03 revealing that the respondents did not attested to that opinion on emolument.

**Table 4. . Relationship between Human Capital Development and Job Performance**

| S/N | Human Capital Development  | SD<br>1 | D<br>2 | A<br>3 | SA<br>4 | Mean | Std.<br>Dev. | Decision |
|-----|--|---------|--------|--------|---------|------|--------------|----------|
| 1.  | Training is necessary for the development of employee in my organisation in order to achieve the stated objectives through job performance | 0       | 0      | 4      | 23      | 3.85 | 11.0         | High     |
| 2.  | My organisation is effective in organising relevant training programmes  | 1       | 0      | 11     | 15      | 3.48 | 7.4          | High     |
| 3.  | The training received is relevant to my area of operation and has enhance job performance  | 1       | 0      | 10     | 16      | 3.51 | 7.6          | High     |
| 4.  | Training programs has improved my skills and knowledge and assist me in solve oranisational and personal problems through job performance  | 1       | 0      | 6      | 20      | 2.92 | 9.2          | Low      |
| 5.  | My performance had increased after completing training program   | 1       | 0      | 7      | 19      | 3.62 | 8.7          | High     |
| 6.  | I feel more creative after completing training program   | 1       | 0      | 10     | 16      | 3.51 | 7.6          | High     |
| 7.  | There are many opportunities for career development after completing training programs   | 0       | 0      | 8      | 19      | 3.70 | 9.0          | High     |
| 8.  | The training has resulted in my ability to work independently  | 1       | 0      | 14     | 12      | 3.81 | 7.3          | High     |
| 9.  | Employee training will contribute to higher productivity of their respective organisations through job performance                         | 0       | 2      | 8      | 17      | 3.55 | 7.6          | High     |
| 10. | My job performance will be enhance if i am granted opportunity to attend trainings relevant to my area of specialization                   | 0       | 0      | 8      | 19      | 3.70 | 9.0          | High     |
| 11. | My ability to work independently has improved as a result of the training programme  | 1       | 1      | 10     | 15      | 3.51 | 6.9          | High     |
| 12. | My communications skill has improved drastically due to the trainings i have attended which contributed to job performance                 | 1       | 2      | 10     | 14      | 3.37 | 6.3          | High     |
| 13. | The training programmes attended so far are relevant to my area of operations and services   | 1       | 1      | 9      | 16      | 3.48 | 7.2          | High     |
| 14. | Employee training does not necessarily determine the organizational success  | 2       | 7      | 8      | 10      | 2.96 | 3.4          | Low      |
| 15. | The training gave me edge in discharge of my duties  | 1       | 2      | 10     | 14      | 3.37 | 6.3          | High     |

Human capital/resources is very crucial to organisational development hence the highest mean score of 3.81 was obtained from the opinion in questionnaire concerning the result of training that enable employee to work independently and on the contrary, training

programmes has improved employees skills and knowledge with the lowest mean score of 2.92 hence respondents do not agree with that opinion and consider low.

### **Table 5. Composite Relationship among Leadership Style, Conditions of Service, Human Capital Development and Job Performance**

Table 5 showed coefficient of the predictor variables. From the table predictor variable with p-value (significant value < 0.05) infers a significance influence of the job performance of ICT personnel in the e-Library unit of **state** university libraries in North Central Nigeria. Thus from the table we observed three variables, leadership style, conditions of service and human capital development with p-value 0.000 influenced the job performance of personnel in the e-Library unit. The composite contribution of each independent variables to the dependent (job performance) in the model is evaluated using the standardise regression coefficient. From the table we observed that Beta=-0.879, t= -12.270, p= 0.000 have the highest potent contribution to the dependent variable (job performance). The result of Beta shows that condition of service is high but have a negative contribution to job performance. Based on the rank it follows that human capital development have the second highest composite contribution to job performance with Beta= -0.104, t= -1.480, p = 0.144. And lastly, leadership style have least contribution to job performance based on the research findings in the study area with Beta = 0.083, t= -12.270, p =0.000.

### **Discussion of Major Findings**

Research question one sought to find out the available ICT facilities in ICT unit of the **six (6) state** university libraries in North-Central Nigeria. Checklist was used to collect data. Result showed that almost all the ICT facilities were available and functional. The functional ICT facilities in libraries connote total commitment of staff to their duties- all things being equal. The findings contradicts the findings by Adamu and Saka (2022) who reported that availability of almost all facilities in University libraries, particularly Universities running postgraduate programmes in engineering but does not reported whether functioning or otherwise.

Answer to research question two revealed that leadership styles of the boss help subordinates in increase knowledge experience and encouragement in job performance. However, this has demonstrated some aspects of democratic leadership styles. This findings corroborates the findings of Ahmad (2021) who reported positive relationship between leadership styles and job satisfaction in state university libraries in Northern states of Nigeria.

Research question three sought to provide answer to relationship between conditions of service and job performance of personnel in ICT units. The Study found that the conditions of service is bold, clear and unambiguity which enable personnel to perform job better. With clear and simple issues containing in the conditions of service, personnel can perform jobs with ease and efficient. This findings contradicts that of Owota and Elliot (2022) as the co-researchers reported positive effect of promotion and, training and development on job performance among workers in Bayelsa state, Nigeria.

Research question four investigated the relationship between human capital development and job performance among personnel working ICT units of state university libraries in North-Central Nigeria. Major findings showed that the outcome of training is the ability of personnel to independently perform job. It is expected on that on completion of training programme, it is expected on the part of personnel to exhibit the skills acquired at the place of operation or work. This findings corroborates that of Kanapathipillai and Azam (2020) who reported the rejection of null hypothesis and hence there was significant relationship between employee training and job performance in telecommunication companies in Malaysia.

The testing of null hypothesis on contribution of leadership styles, conditions of service and human capital development among personnel working in ICT units in state university libraries in North-Central Nigeria showed that  $P=0.000$  have highest contribution to job performance among personnel in ICT units. It should be noted however that the three independent variables has the ability to contribute to high level of job performance – all things being equal. This findings does not tally with the findings by Mustapha (2020) who reported teachers' least and inadequate paid but have undergone training and has negatively affected teachers performance.

### Conclusion

It is crucial that job performance in ICT units of any library is expected to be accompanied by the availability of ICT facilities more especially in this 21st Century. This is because job performance cannot take place in vacuum, it most involve handling facilities. ICT facilities were mostly available for personnel working in ICT unit to use as working tools. Leadership styles and conditions of service has encouraged job performance and at the same time training has encourage independent work on the part of personnel working in ICT units. On the other hand the three independent variables has contributed to job performance

### Recommendations

Based on the major findings, the study recommended that the management of state universities in the North-Central Nigeria should:-

1. Make provision for more ICT facilities to guaranty efficient operations and services not only in the ICT units but also the entire University libraries;
2. Democratic leadership style should be encouraged and maintained;
3. Review conditions of services especially in every ten (10) years;
4. Create opportunities for Human Capital Development to further enhance job performance of university library personnel;
5. Endeavour to pay particular attention to the aspect of personnel management, conditions of services and staff training to further boost job performance of university library staff;

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