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**LEADERSHIP STYLES AND MOTIVATION ON JOB PERFORMANCE OF
LIBRARY PERSONNEL IN PUBLIC UNIVERSITY LIBRARIES IN NORTH-
CENTRAL NIGERIA**

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Abstract

Institution is to attain high level of productivity; efficient and effective leadership must be provided thereby enhancing the overall job performance of the entire personnel. This study therefore examined leadership styles as determinants of library personnel's job performance in public university libraries in North-Central Nigeria. The Paper adopted a survey research design of a survey method in order to objectively collect information from the respondents. The population for the study was 421 (140 librarians and 281 library officers and library assistants) in public universities in North Central states in Nigeria while, total enumeration was adopted for the selection of 421 research subjects used in this study. Data were collected using a self-developed, validated, pretested (Cronbach's alpha reliability coefficient value of 0.801, and 0.750) and administered questionnaire titled "Leadership Style and Job Performance Assessment Questionnaire (LSJPAQ)" which was designed through the extensive literature review. The results revealed that, democratic leadership style was most adopted or exhibited by librarians/library managers (average \bar{X} of 3.51) while, librarians/library managers do not exhibit or adopt the autocratic and laissez-faire styles of leadership (grand \bar{X} of 2.95 and 1.93 respectively) in public university libraries in North-Central Nigeria. The study also showed that the performance of library personnel in the studied universities in North-Central Nigeria was very good (grand \bar{X} of 3.24). Findings from the tested null hypotheses revealed that, there was a positive correlation between leadership style and library personnel job performance ($r = 0.542$, $p < .05$). Based on the findings observed, it was recommended that Librarians/library managers should employ a mixture of autocratic and democratic style of leadership in their library administration in order to enhance better job performance among library personnel; and the use of laissez-faire leadership style should be discouraged by librarians/library managers as it could not bring a better job performance among library personnel.

Key words: Job Performance, Leadership Styles, Public University Libraries

Introduction

The university is an institution regarded as one of the sources from where students in different disciplines acquire knowledge and skills for self-development. It is also regarded as the apex of all tertiary institutions which is expected to make optimum contribution to national development by intensifying and diversifying its programmes for the development of high level manpower within the context of the needs of national requirements (Mgbekem, 2004). Specifically, the goals of university education, as stated by the Federal Republic of Nigeria (FRN, 2013) in its National Policy:

are to: develop and inculcate proper value-orientation for the survival of the individual and society; develop the intellectual capability of individuals to understand and appreciate their internal (local) and external environments; acquire both physical and intellectual skills which will enable individuals to be self-reliant and develop into useful members of the community/society; contribute to national development through high level relevant manpower training; promote and encourage scholarship and community service; forge and cement national unity; and promote national and international understanding and interaction (FRN, 2013:30).

For the realization of all the highlighted goals, the teaching of university education must be effective and in line with the 21st century instructional delivery; its research has to be relevant to the national development; its results have to be disseminated to both government and industries; and its services have to be efficient and effective. The efficiency and effectiveness of these service however depends highly on the extent of the provision and utilization of service provided by the university library (Ukachi, 2013). The university library, which is commonly referred to as the nerve centre of the university is primarily set up for the achievement of the university's set goals and objectives by providing information materials and services which satisfies the information needs of the entire university community. It is an integral part of a university, administered to meet the information and research needs of its students, faculty and non-teaching staff.

According to Amusa, Iyoro and Ajani (2013), library personnel, as human resources in university libraries, are the activators of functions and services therein, as they possess skills in collection development, technical processing of information sources as well as education and services. In this study, personnel in universities libraries, are classified as either library heads/managers (librarians) and junior staff (library officers and assistants) saddled with the responsibility of providing information services that supports teaching,

learning and research. Katamba and Abdulsalam (2014) defined job performance as the discharge of statutory duties or functions based on workers' field of specialization which are geared towards the attainment of an organization's objectives. Harikaran (2015, p.52) defined job performance as "the net effect of a person's effort as modified by his/her abilities and traits and by his/her role perceptions". To this end, it suffices to say that leadership is the key to the progress and survival of any organisation whether it is an enterprise or organisation. It is important that the library administration is inestimable because of its far reaching effects on the accomplishment and attainment of library objectives. Okafor (2011) opined that in Nigeria, most of the successes or failures in library administration depend largely on the influence of these leaders on their subordinates and the styles or types of leadership they exhibit in administering the library. Leadership styles according to Northouse (2013), is the ability to get work done with the group, while at the same time, winning the confidence, loyalty, respect and willing cooperation of the entire group. The author stated further that it is a process whereby an individual influences a group of individuals to achieve common goals. In this view, leadership styles can be perceived as the manner and approach in which a leader provides direction, implements' plans, and motivates people so as to achieve organisational goals. In this study, leadership style refers to the various patterns of behaviour which library heads (Librarian/ Head of Units) adopt in the process of guiding the efforts of their subordinates towards the attainment of library goals and objectives.

In view of the different leadership styles discussed, it suffices to note that, there is no known universally accepted style of leadership; rather an appropriate style depends on situations and circumstances. The influence of any style of leadership on the work force, especially on the subordinate, will come to bear if the library leadership will achieve set goals. This is because followers are influenced when leadership and followership are properly linked (Nwaigwe, 2015). As a result of this, the motivation of the library personnel becomes inevitable in order to properly link leadership with followership in public university libraries in Nigeria. Motivation comes from the Latin word "movere", which refers to all those inner forces such as desires, drives or motives, wishes and so forth, which kindle, direct and sustain behaviour towards a goal (Edeh, 2014). The scholar further described motivation as those processes, both rational and initiative by which people seek to satisfy the basic ambitions, personal goals, and perceived needs which basically trigger off human behavior. In the opinion of the researcher, motivation is aimed at inspiring people to work, individually or in groups in ways to produce best results. It is the willingness to exert high levels of effort towards organisational goals conditioned by the efforts and ability to satisfy some individual

need. In other words, motivation is getting somebody to do something because they want to do it. In this context, motivation is seen as all the methods, strategies and activities used by the University Librarian/Deputy University Librarian/Head of Units for the purpose of providing a conducive atmosphere to the various needs of personnel so that they may become satisfied, dedicated and effective in the discharge of their assigned responsibilities in the library. In this regard, series of researches (Anyaegebu, Obiozor-Ekeze & Aghauche, 2015; Boluade, 2014; Katamba & Abdulsalam, 2014) have been conducted in relation to work motivation of library personnel in both developed and developing countries across the globe. These studies as indicated in literature however, concluded that the library management which includes the librarians should make more efforts to motivate library personnel and also do more to improve the current level of motivation internally and externally.

The discussion, therefore, transcends that the Librarians as the leader of public university libraries should ensure that effective motivational strategies that will lead to maximum job performance of library personnel are provided in the libraries. Thus, leadership styles are, therefore, pertinent in keeping valued and talented employees in organisations. This is because when the styles of leadership exhibited by leaders are viewed with negative tenet from the subordinates, this may provoke their propensity to quit the organisation. When the leadership styles are admired and favourable to the subordinates, this will endear them to be motivated, thereby enhancing their performance and intention to stay in the organisation. It is against this backdrop that the current study tends to investigate whether leadership styles and motivation determined job performance of library personnel in public university libraries in North-Central Nigeria.

Statement of the Problem

The university library personnel are expected to perform some statutory duties so as to achieve the goals and objectives of the university library that in turn translate to that of the parent organization (University). However, previous studies as well as observation of the researcher in some of the libraries he had worked suggested that there was poor job performance among library personnel. This reflects in misconduct, absenteeism, staff turnover, and negligence of duty, among others which in turn metamorphose into poor job performance. One may wonder if leadership style and motivation could influence the job performance of these library personnel, as past studies have established significant relationship of these concepts at different levels. Hence, the thrust of this study is to investigate leadership style and motivation as determinants of library personnel job performance in public university libraries in North- Central Nigeria.

Objective of the Study

The main objective of the study is to investigate the influence of leadership styles and motivation on job performance of library personnel in public university libraries in North-Central Nigeria. The specific objectives are to:

1. identify the leadership style exhibited by librarians in public university libraries in North-Central Nigeria;
2. determine the level of motivation among library personnel in public university libraries in North-Central Nigeria;
3. find out the job performance level of library personnel in public university libraries in North-Central Nigeria;
4. ascertain the relationship between leadership style adopted by librarians and job performance of library personnel in public university libraries in North-Central Nigeria;
5. determine the relationship between motivation and job performance of library personnel in public university libraries in North-Central Nigeria and
6. investigate the combined relationship of leadership style and motivation on job performance of library personnel.

Research Questions

Specifically, the study attempted to answer the following questions:

1. What are the leadership styles exhibited by librarians in public university libraries in North-Central Nigeria?
2. What is the level of motivation of library personnel in public university libraries in North-Central Nigeria?
3. What is the job performance level of library personnel in public libraries in North-Central Nigeria?

Scope of the Study

This study examined the leadership style and motivation as determinants of library personnel job performance in public university libraries in North-Central Nigeria.

The study was however limited only to public universities, while the geographical scope was North-Central Geo-political zone of Nigeria comprising of Benue, Kwara, Kogi, Nassarawa, Niger and Plateau States and Federal Capital Territory-Abuja. Private universities were excluded in this study. The reasons for choosing public universities were due to time frame, spatial location of these

institutions and financial challenges in terms of huge amounts of money involved in carrying out the study extensively. Consequently, all the library personnel such as librarians, library officers and library assistants are included in this study.

Significance of the Study

- The outcome of this study would be significant to the field of library science in that it would build upon the available body of knowledge.
- It will help librarians to adopt the style that would enhance their leadership behaviours, as well as improve their motivational strategies that would improve the performance of library personnel in public university libraries.
- The findings would, therefore, be of great value to librarians in the public university libraries in Nigeria as a whole and other developing countries in getting the best out of their personnel if adequately motivated.
- The findings of this study would assist librarians to recognise their leadership style and find other factors that can help them to engage with subordinates in the organisation.
- This study would be helpful for other researchers who may be focusing on understanding the concept of effective leadership and motivation.
- This study is also significant because there is the possibility that other researchers in similar or related field may be able to use the findings in this study for future studies that would create a huge impact on the society,

Review of Related Literature

So much literature has been written in the leadership styles and motivation on job performance of library personnel in public university libraries. Efforts have been made to review relevant literature in this study. Leadership is the process of directing and inspiring workers to perform the task related activities of group members (National Open University of Nigeria, 2013). In the words of Lussier (2013) leadership is the process whereby a leader communicates ideas, gains acceptance of the vision and motivates followers to support and implement the ideas through others. The National Open University of Nigeria (2015) defined leadership as a projected feeling from one individual (the leader) towards others (followers) for the purpose of realising group objectives. Leadership as defined by Adesina (2011) is the ability to get things done with the support and cooperation of other people within the institution, organisation, or system. In a similar vein, Kiboss and Jemiryott (2014) opined that leadership is the kind of influence under which followers accept willingly the direction and control of another person. In other words leaders have the task of influencing followers

so that they are willing to perform willingly beyond the confines dictated by the formal authority. According to these definitions therefore, library leadership can be summed up as the University Librarian/Deputy University Librarian/ Principal Library Officer or Head of Units ability to influence library personnel, students and other stakeholders in the library so that they enthusiastically and willingly make every effort towards the achievement of library goals and objectives. From the foregoing discussions, it must be stressed that any meaningful and useful definition of leadership must contain some elements such as a group to be led, the group must have a set of laid down objectives, there must be conscious attempts to influence the behaviour of others within the group; and there must be willingness of subordinates to carry out the action. NOUN (2015) maintained that leadership effectiveness could only manifest where a leader is able to plan, organise, coordinate, direct and control the activities of an organisation to achieve the goals and objectives of the organisation. Successful administration of the academic libraries requires an atmosphere of mutual trust, understanding and cooperation between the librarians and the personnel. A leader according to Osabiya and Ikenga (2015) is the one that leads a group of people towards achieving a set of goals. It is common to all human organisation to have someone or few individuals who are charged with the responsibilities of championing the course of the group action towards achieving the goals. Kiboss and Jemiryott (2014) defined leadership styles as the patterns of behaviour used by leaders in attempting to influence group members and make decision regarding the mission, strategy, and operations of group activities. Nwokocha and Iheriohanma (2015) posited that leadership style entails those characteristics of individual leaders which are typical across situations. Different scholars and authors like Oyedeji (2012), Abwalla (2014), Akor (2014), NOUN (2015), Nwaigwe (2015), Nwokocha and Iheriohanma (2015), Osabiya and Ikenga (2015) identified different types of leadership styles. These include: democratic leadership style, autocratic leadership style, charismatic leadership style, bureaucratic leadership style, situational leadership style, laissez-faire or free rein leadership styles, transformational leadership style, transactional leadership style, pseudo-democratic leadership style. In this study, autocratic, transformational and laissez-fair leadership styles are the three leadership styles examined Bushra, Ahmad and Asvir (2011), in their contribution, explained that modern leaders perfectly adopt an attitude that supports employees, provide them a vision, cultivate hope, encourage them to think innovatively, individualized consideration and broaden the communication. Job performance has been variously defined or described in various ways by many scholars and researchers. Generally, it is seen as the way and manner in which a personnel in an organisation performs the duties assigned to him or expected of him in order to realise the organisation's goals and objectives. Roghaiyeh and Praveena (2013) asserted that, job performance is about creating a culture of professional improvement, feedback and growth within an organisation with the ultimate aim of improving organisational

efficiency. Ibrahim (2015) asserted that job performance is the accomplishment of the task that makes up an individual's job. According to Robbins (2011),

Upev, Chorun and Idachaba (2015) examined the impact of motivation on personnel performance and productivity in the university library, using structured questionnaire and interview tools administered on 72 para-professional personnel. The study also revealed that personnel productivity at the Francis Sulemanuu Idachaba Library, University Of Agriculture, Makurdi-Nigeria was at its lowest ebb. Katamba and Abdulsalam (2014) assessed the levels of job motivation and satisfaction as predictors of job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Findings showed that there was high level of job performance of library personnel.

Performance measurement is a valuable management tool for ascertaining the relevance, effectiveness and efficiency of an organisation and its sub-units (Iroaganachi & Nkiko, 2016).

Iqbal, Anwar and Haider (2015) investigated the effect of leadership style practised in an organisation and their effect on employee performance. The study followed the qualitative approaches with the integration of secondary research. The study concluded that the autocratic leadership is useful in the short term and democratic leadership style is useful in all time horizon and participative leadership style is most useful in long term and effect on employees performance is positive. Akor (2009) equally determined the influence of University librarians' leadership style on the job performance of professional librarians in university libraries in North Central Zone of Nigeria. The major findings of the study showed that: The librarians in North Central Zone of Nigeria adopted more of democratic leadership style. This is followed by the bureaucratic leadership style less laissez-faire leadership style and far less autocratic leadership style. The study also revealed that University librarians' leadership style do not significantly influence the job performance of professional librarians.

Motivation and Job Performance of Library Personnel

Motivation is of enormous importance with regard to enhancing performance in any organisation. Every leader strives to motivate his or her employees to greater and higher performance towards achieving organisational mission. It is considered the view of Ajie, Soyemi and Omotunde (2015), that performance is depend on three factors namely: Ability, Environment and Motivation which can be expressed as follows: $P = M + A + E$. Ability which is the employees' skill and capacity to perform a given work, can be acquired in the case of its deficiency, through a training programme or a transfer to a simpler job.

Yusuf (2015) assessed the impact of motivation on performance of para-professional staff in tertiary institution libraries in Kaduna State. The study adopted survey method while structured questionnaire and structured interview questions were used to collect data for the study. The findings of the study revealed that the main strategies used for motivating para-professional library personnel were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training.

Methodology

The research design adopted in this study was survey research design the was aimed at investigating leadership style and motivation as determinants of library personnel job performance in public university libraries in North-Central Nigeria. According to Fisher (2007), a survey research design is a type of design that involves a systematic and comprehensive collection of information about the opinions, attitudes, feelings, beliefs and behaviors of people through observation, interview and administering of questionnaire to a relative large representative sample of the population of interest. The study population comprised four hundred and twenty one (421) library personnel in thirteen (13) public university libraries in North-Central Nigeria (National University Commission, 2016). These universities include both federal and state universities which are conventional and specialised in nature. A response rate of 100% was achieved. Data were statistically treated with both descriptive and inferential statistics; precisely, frequent counts, percentages, mean and standard deviation were used to analyse the demographic information of respondents and research questions raised while, Pearson Production Moment Correlation (PPMC) statistic was used for testing all the hypotheses formulated at 0.05 significance level.

Table 1: Sample Population of Public Universities in North Central, Nigeria

S/N	Universities	Year of Established	Librarians	Library Officers & Assistants	Total
Federal Universities					
1	Federal University of Technology, Minna Niger State.	1982	28	19	47
2	Federal University, Lafia, Nasarawa State	2014	11	13	24
3	Federal University, Lokoja, Kogi State	2014	05	18	23
4	National Open University of	2003	08	02	10

	Nigeria, Abuja (Head Quarters)				
5	University of Abuja, F.C.T-Abuja	1988	13	35	48
6	University of Agriculture, Makurdi, Benue State	1988	07	31	38
7	University of Ilorin, Ilorin, Kwara State	1975	24	66	90
8	University of Jos, Jos, Plateau State	1975	09	18	27
State Universities					
9	Benue State University, Makurdi	1992	04	11	15
10	Ibrahim Badamasi Babangida University, Lapai, Niger State.	2005	15	14	29
11	Kogi State University, Ayingba	1999	05	28	33
12	Kwara State University, Malete- Ilorin	2009	07	09	16
13	Nassarawa State University, Keffi	2002	04	17	21
	Total		140	281	421

Source: National University Commission (2016) and Personal Contact with the various University Librarians

The questionnaire is tagged “Leadership Styles, Work Motivation and Job Performance Assessment Questionnaire (LSWMJPAQ)” which was administered to all library managers, library officers and library assistants in the selected Universities under study. The structured questionnaire was in three (3) sections. Section A is on demographic data of the respondents which shall include sex, education, years of experience etc. Section B is a 24-items question in relation to leadership styles in academic libraries. Section C is a 20-items question in relation to motivation among library personnel. Sections B and C would be a closed ended form of questionnaire based on a five (5) point Likert scale, ranging from Strongly Agree (SA) = 5 points, Agree (A) = 4 points, Disagree (D) = 3 points, Strongly Disagree (SD) = 2 point and Undecided (UD) = 1 point. Section D part of the questionnaire was administered to University librarians/Deputy University librarians/Heads of sections/units (library managers) consists of 25-items in relation to job performance. This paper contains the results of the analysis of the data obtained on leadership style and motivation as determinants of library personnel job performance in public university libraries in North-Central Nigeria. Four hundred and twenty one copies of the questionnaire were administered to the respondents. Data for the study were analysed and presented based on demographic information, research questions and hypotheses that guided the study.

Presentation of Demographic Information of Respondents

Table 2: Distribution of Respondents by their Demographic Characteristics

Demographic Statement	Study Sample		
	Information	Frequency	Percentage (%)
Gender	Male	223	53.0
	Female	198	47.0
	Total	421	100.0
Cadre	Librarians	140	33.3
	Library Assistants and library officers	281	66.7
	Total	421	100.0
Qualification	PhD	10	2.4
	MLS	53	12.6
	BLS	77	18.3
	B.Sc	48	11.4
	DLS	26	6.2
	HND	89	21.1
	OND	118	28.0
	Total	421	100.0
Years of experience	0 – 5 yrs	68	16.2
	6 – 10 yrs	119	28.3
	11 – 15 yrs	94	22.3
	16 – 20 yrs	87	20.7
	21 yrs and above	53	12.5
	Total	421	100.0

Source: Field Survey, 2018

The basic demographic data of the respondents were presented in Table 2.1 under the following sub-headings: gender of the respondents, cadre, educational/professional qualification and years of experience the study showed that majority of the respondents 223 (53.0%) were male, 281(66.7%) are library officers and library assistants while, 140 (33.3%) are librarians. Analysis from the table further indicates that 77 (18.3%) of the respondents are Bachelor of Library Science degree holders, 53 (12.6%) are Masters of Library Science degree holders, 48 (11.4%) while only 28 (2.4%) are with PhD degree. This indicates that the library personnel are professionals but just a few number have doctoral degree which is now preferred in the academic environment. The table also shows that 119 (28.3%) of the respondents had between 6 – 10 years work experience, 94 (22.3%) have between 11 – 15 years of work experience, 87 (20.7%) of the respondents have between 16 – 20 years of work experience, while 53 (12.5%) had more that 21 years of work experience.

Research Question 1. What are the types of leadership style exhibited by librarians in Public university libraries in North-Central Nigeria?

To answer this question, the data collected on leadership style exhibited by librarians were analyzed using descriptive statistics. Specifically, frequency, percentages, mean and standard deviation were used to analyse the data.

Table 3: Mean analysis on the leadership style exhibited by librarians in public university libraries in North-Central Nigeria (N = 281)

S/N	Items	SA (%)	A (%)	D (%)	SD (%)	UD (%)	\bar{X}	SD
Autocratic Leadership Style								
1	The librarian(s) do not accommodate any kind of domestic excuse interfering with my duties	47 (16.7)	108 (38.4)	70 (25.0)	42 (14.9)	14 (5.0)	3.53	0.81
2	The librarian(s) wear an officious look most of the time	44 (15.7)	100 (35.6)	81 (28.8)	45 (16.0)	11 (5.0)	3.22	0.73
3	The librarian(s) believe that I will work best in a situation where I am given clear and direct instruction on my job.	53 (18.9)	91 (41.1)	73 (26.0)	52 (18.5)	12 (4.3)	3.12	0.84
4	The librarian(s) rules with an iron hand	38 (13.5)	97 (34.5)	83 (29.5)	54 (19.2)	09 (3.2)	2.96	1.23
5	The librarian(s) do not explain his/her actions	41 (14.6)	90 (32.0)	78 (27.8)	55 (19.6)	17 (6.0)	2.90	1.40
6	The librarian(s) takes decisions arbitrarily	50 (17.8)	79 (28.1)	75 (26.7)	64 (22.8)	13 (4.6)	2.86	1.49
7	The librarian(s) do not readily accept new ideas	47 (16.7)	74 (26.3)	78 (27.8)	67 (23.8)	15 (5.3)	2.56	0.82
8	My supervisor is often over bearing in her regular inspection of my work	45 (16.0)	71 (25.3)	80 (28.5)	65 (23.1)	20 (7.1)	2.47	1.10
Average mean = 2.95								

Democratic Leadership Style								
		SA (%)	A (%)	D (%)	SD (%)	UD (%)	\bar{X}	SD
9	The librarian(s) maintain open channel of communication with library personnel.	56 (19.9)	111 (39.5)	58 (20.6)	43 (15.3)	13 (4.6)	3.97	0.94
10	The librarian(s) allow freedom of expression in staff meeting.	46 (16.4)	119 (42.3)	60 (21.4)	46 (16.4)	10 (3.6)	3.92	0.84
11	The librarian(s) use 'we' and 'our' rather than 'I' then 'head' or 'my'.	50 (17.8)	110 (39.1)	65 (23.1)	42 (14.9)	14 (5.0)	3.72	0.81
12	The librarian(s) develop the spirit of belongingness among staff	49 (17.4)	106 (37.7)	72 (25.6)	40 (14.2)	14 (5.0)	3.54	0.83
13	The librarian(s) give room for staff participation and consensus in decision making.	48 (17.1)	107 (38.1)	68 (24.2)	45 (16.0)	13 (4.6)	3.53	0.72
14	The librarian(s) respect staff views and accept new ideas in the administration of the library.	51 (168.1)	102 (36.3)	70 (25.0)	40 (14.2)	18 (6.4)	3.50	0.85
15	The librarian(s) demonstrate qualities that motivate respect and pride from the organisation he or she belong to.	46 (16.4)	98 (34.9)	75 (26.7)	53 (18.9)	09 (3.2)	3.04	0.80

16	The librarian(s) delegated responsibilities to subordinates	45 (16.0)	84 (29.9)	72 (25.6)	68 (24.2)	12 (4.3)	2.82	1.47
Average mean = 3.51								

	Laissez-Faire Style	SA (%)	A (%)	D (%)	SD (%)	UD (%)	\bar{X}	SD
17	The librarian(s) do not discuss or evaluate staff problems.	41 (14.6)	94 (33.4)	81 (28.8)	54 (19.2)	11 (4.0)	2.95	0.91
18	The librarian(s) hardly give attention to his work only.	44 (15.6)	68 (24.2)	83 (29.5)	63 (22.4)	23 (8.2)	2.22	0.98
19	The librarian(s) allow personnel to take administrative decision on their own.	43 (15.3)	67 (23.8)	85 (30.2)	60 (21.4)	26 (9.3)	2.19	1.12
20	The librarian(s) do not supervise anybody's work.	25 (8.9)	65 (23.1)	70 (24.9)	92 (32.7)	29 (10.3)	1.94	1.06
21	The librarian(s) give me a high degree of freedom in carrying out my duties.	21 (7.5)	69 (24.6)	61 (21.7)	95 (33.8)	35 (12.5)	1.88	0.93
22	Library personnel come in and go out of the work place as they like.	18 (6.4)	66 (25.5)	64 (22.8)	90 (32.0)	43 (15.3)	1.47	0.93
23	The librarian(s) do not lay down strict control on the staff.	16 (5.7)	64 (22.8)	62 (22.1)	94 (33.5)	45 (16.0)	1.43	0.76
24	The librarian(s) assume we should know what to do.	15 (5.3)	63 (22.4)	60 (21.4)	95 (33.8)	48 (17.1)	1.32	1.01
Average mean = 1.93								

Source: Field work (2018) (SA+A) was used for the purpose of interpretation

Legend

Mean Score > 3.0, the statement is agree

Mean Score < 3.0, the statement is disagree.

Table 4.2 reveals that three out of eight items of Autocratic leadership style have mean scores of 3.12 – 3.53 which indicated agree. This implies that the respondents agreed that the librarians: do not accommodate any kind of domestic excuse interfering with their duties (\bar{X} = 3.53); wear an officious look most of the time (\bar{X} = 3.22); and believe that subordinate will work best in a situation where they given clear and direct instruction on their job (\bar{X} = 3.12). Consequently, the analysis of laissez-faire leadership style revealed that the mean scores between 2.19 – 2.95 on items 17 to 24 indicated respondents disagreement with all the statements. This implies that librarian did not adopt laissez-faire leadership style in the administration of public university libraries in North-Central Nigeria. As regards democratic leadership style, table 4.2 revealed that seven out of eight items have mean score ranged between 3.04 – 3.97 indicating agree. This implies that the librarians: maintain open channel

of communication (\bar{X} = 3.97); allow freedom of expression in staff meeting (\bar{X} = 3.92); and use 'we' and 'our' rather than 'I' then 'head' or 'my' (\bar{X} = 3.72). Librarians also develop the spirit of belongingness among staff (\bar{X} = 3.54); give room for staff participation and consensus in decision making (\bar{X} = 3.53); respects staff views in the administration of the library (\bar{X} = 3.50); and demonstrate qualities that motivate respect and pride from the organisation he or she belong to (\bar{X} = 3.04). An overall analysis from table 4.2 shows that democratic leadership style is the one that has highest mean score (average \bar{X} = 3.51) and most exhibited by librarians in the public university libraries in North-Central, Nigeria.

Research Question 2: What is the level of motivation among personnel in public university libraries in North-Central Nigeria?

To answer this research question, the data collected was analysed using descriptive statistics of frequency, percentages, mean and standard deviation and a cut-off point of 3.0 was considered. The legend mean values were interpreted as 5 for Highly Motivated (HM), 4 for Moderately Motivated (MM), 3 for Slightly Motivated (SM), 2 for Lowly Motivated (LM) and 1 for No Motivation.

Table 4: Level of motivation among library personnel in public university libraries in North-Central Nigeria (N = 281)

S/N	Items	HM (%)	MM (%)	SM (%)	LM (%)	NM (%)	\bar{X}	SD
	Intrinsic Motivation							
1	The nature of my work is interesting and challenging	49 (17.4)	105 (37.4)	68 (24.2)	43 (15.3)	17 (6.0)	3.49	0.51
2	I am praised for do a good job	43 (15.3)	101 (35.9)	80 (28.5)	45 (16.0)	12 (4.3)	3.22	0.73
3	I am been provided with necessary facilities and equipments to carry out my duties	49 (17.4)	95 (33.8)	71 (25.3)	50 (17.8)	16 (5.7)	3.15	0.84
4	I am allowed to express my opinion on the issues concerning my roles that I played	46 (16.4)	98 (34.9)	69 (24.6)	54 (19.2)	14 (5.0)	3.11	0.86
5	The work environment in the library is conducive	47 (16.7)	97 (34.5)	63 (22.4)	61 (21.7)	13 (4.6)	3.08	0.81
6	I feel satisfied with the job I am doing	48 (17.1)	96 (34.2)	72 (25.6)	57 (20.3)	08 (2.8)	3.04	0.80
7	I feel I am important part of this organization (library)	46 (16.4)	94 (33.5)	76 (27.0)	55 (19.6)	10 (3.6)	3.02	1.08
8	Our personal problems are been catered for.	39 (13.9)	80 (28.7)	75 (26.7)	72 (25.6)	16 (5.7)	2.75	0.69
9	I am sometimes delegated to carry out some supervisory and administrative duties	44 (15.7)	77 (27.4)	76 (27.0)	69 (24.6)	15 (5.3)	2.56	0.85
10	I am been given autonomy to carry out my duties	35 (12.5)	76 (27.0)	83 (29.5)	67 (23.8)	20 (7.1)	2.39	0.93
Average mean = 2.98								

	Extrinsic Motivation							
11	My salary is regularly paid	70 (24.9)	129 (45.9)	33 (11.7)	38 (13.5)	11 (3.9)	4.54	0.77
12	I am been allowed to go on leave (sabbatical, annual, maternity etc)	68 (24.25)	121 (43.1)	38 (13.5)	40 (14.2)	14 (5.0)	4.44	0.73
13	My job is adequately secured (job security)	55 (19.6)	116 (41.3)	32 (11.4)	50 (17.8)	18 (6.4)	4.20	0.55
14	I have been given opportunities for higher degrees with pay.	51 (18.1)	108 (38.4)	60 (21.4)	48 (17.1)	14 (5.0)	4.06	0.41
15	There are some fringe benefits attached to my work	49 (17.4)	110 (39.1)	46 (16.4)	63 (22.4)	13 (4.6)	3.97	0.94
16	The general condition of service which library personnel work is good	43 (15.3)	107 (38.0)	67 (23.8)	47 (16.7)	17 (6.0)	3.75	0.92
17	The retirement benefits for library personnel is good and comparable.	46 (16.4)	101 (35.9)	70 (25.0)	45 (16.0)	19 (6.8)	3.47	0.81
18	I am been promoted as at when due.	48 (17.1)	96 (34.2)	82 (29.2)	43 (15.3)	12 (4.3)	3.25	0.72
19	I am paid my allowances as at when due	41 (14.6)	91 (32.4)	79 (28.1)	56 (19.9)	14 (5.0)	2.92	0.93
20	I have been sent to several conferences, seminars and workshops.	40 (14.2)	80 (28.5)	72 (25.6)	66 (23.5)	23 (8.2)	2.77	0.95
	Average mean = 3.74 GRAND MEAN SCORE = 3.36							

Source: Field work (2018)

Legend

Mean of	1	=	No Motivation
	2	=	Lightly Motivated
	3	=	Slightly Motivated
	4	=	Moderately Motivated
	5	=	Highly Motivated

Analysis on the Level of Motivation among Library Personnel

Table 4 presents the level of motivation of library personnel in public university libraries in North-Central, Nigeria. The result revealed that mean scores between 3.49 to 3.02 on items one to seven indicated that, library personnel are slightly and intrinsically motivated as: their nature of work is interesting and challenging; they are being praised for doing a good job; and they are been provided with necessary facilities and equipment to carry out their duties. Also, library personnel: are allowed to express their opinion on the issues concerning the roles they played; feel satisfied with the job they are doing; and feel an important part of their organization (library); and the work environment in the library is conducive. Also the means scores between 2.75 and 2.36 on item eight to ten indicated that, library personnel are lightly and intrinsically motivated in terms of catering for their personal problems, delegation of

some supervisory and administrative duties and been given autonomy to carry out their duties.

The result further indicated that library personnel were moderately extrinsically motivated in term of: regular payment of salary (\bar{X} = 4.54); been allowed to go on leave (sabbatical, annual, maternity etc) (\bar{X} = 4.44); job security (mean score = 4.20); and been given opportunities for higher degrees with pay (\bar{X} = 4.06). The Table also reveals that library personnel were slightly extrinsically motivated in term of: fringe benefits attached to their work (\bar{X} = 3.97); good general condition of service which they work (\bar{X} = 3.75); good and comparable retirement benefits (\bar{X} = 3.47); and promotion as at when due (\bar{X} = 3.25). An overall analysis from Table 4.3 shows that library personnel in public university libraries in North-Central, Nigeria were slightly motivated (\bar{X} = 3.36) and are more extrinsically motivated (\bar{X} = 3.74) than intrinsically motivated (\bar{X} = 2.98).

Research Question 3: What is the job performance level of library personnel in public university libraries in North-Central Nigeria?

To answer this research question, the researcher measure the performance level of library personnel in areas of work habit, human relations, creativity and innovativeness, reliability and dependability, quality of work output and effectiveness on the job . To this end, 25 items were prepared on the five points Likert rating scale ranging from poor = 1, fair = 2, good = 3, Very good = 4 and excellent = 5. This aspect of the questionnaire was administered to the Librarians / Deputy University librarians/ Heads of sections/units of the studied universities in order to obtain their level of agreement on each item about job performance of library personnel.

S/N	Items	E (%)	VG (%)	G (%)	F (%)	P (%)	\bar{X}	SD
	Work habit							
	Library officers/Assistants							
1	Are always punctual at work	24 (17.1)	56 (40.0)	22 (15.7)	29 (20.7)	09 (6.4)	4.11	0.84
2	Displays great drive and determination	22 (15.7)	54 (38.6)	31 (22.1)	23 (16.4)	10 (7.1)	3.67	0.72
3	Give his/her best and shows total commitment to the organization (Loyalty).	26 (18.6)	51 (36.4)	34 (24.3)	21 (15.0)	08 (5.7)	3.50	0.85
4	Come to work at a scheduled time	22 (15.7)	44 (31.4)	38 (27.1)	27 (19.3)	09 (6.4)	2.95	0.67
5	Sometimes work for extra hours	13 (9.3)	32 (22.9)	35 (25.0)	46(32.9)	14 (10.0)	1.94	0.92
	Human relationship							
	Average mean = 3.23							
6	Exhibit a good level of interpersonal	23 (16.4)	54	30	26	07	4.00	0.89

skills.		(38.4)	(21.4)	(18.6)	(5.0)		
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Table 5.4. Job performance level of library personnel in public university libraries in North-Central Nigeria (N = 140)

8	Demonstrates a good working relationship with his/her peers in the organization.	21 (15.0)	51 (36.4)	34 (24.2)	26 (18.6)	08 (5.7)	3.71	0.96
9	Earns great respect of their fellow staff	24 (17.1)	53 (37.7)	36 (25.6)	20 (14.2)	07 (5.0)	3.55	0.97
10	Are effective in dealing with people at all time.	22 (15.7)	52 (37.1)	34 (24.3)	21 (15.0)	11 (7.9)	3.42	0.74
Average mean = 3.73								

Creativity and innovativeness								
11	Always come up with unique ideas	23 (16.4)	35 (25.0)	40 (28.6)	32 (22.9)	10 (7.1)	2.48	0.91
12	Demonstrate good skill to solve problems that arises.	22 (15.7)	34 (24.3)	42 (30.0)	30 (21.4)	12 (8.6)	2.24	1.02
13	Has the ability to anticipate problems and develop solution in advance	11 (7.9)	28 (20.0)	30 (21.4)	49 (35.0)	22 (15.7)	1.65	0.91
Average mean = 2.12								

Reliability and Dependability								
14	Work consistently without close supervision	23 (16.4)	44 (31.4)	38 (27.1)	27 (19.3)	08 (5.7)	3.01	0.89
15	Is honesty and sincerity	30 (21.4)	50 (35.6)	35 (25.0)	18 (12.9)	07 (5.0)	3.80	0.82
16	Perform competently under pressure	24 (17.1)	46 (32.7)	41 (29.2)	21 (15.0)	08 (5.7)	3.22	0.73
17	Seeks and accepts responsibility at all times	22 (15.6)	33 (23.5)	41 (29.3)	31 (22.1)	13 (9.3)	2.23	0.91
Average mean = 3.07								
Quality of work output								
18	Maintains high standard on the job	22 (15.7)	54 (38.4)	32 (22.8)	22 (15.7)	10 (7.1)	3.67	1.06
19	Carry out uneven performance	24 (17.1)	53 (37.8)	35 (24.9)	22 (15.6)	06 (4.3)	3.54	0.92
20	Exhibit virtually error proof work.	24 (17.1)	46 (32.9)	36 (25.6)	24 (17.1)	10 (7.1)	3.18	0.88
Average mean = 3.46								

Source: Field work (2018)

	Effectiveness on the job							
21	Exhibit good level of communication skill (written and oral)	36 (25.7)	65 (46.4)	15 (10.7)	19 (13.6)	05 (3.6)	4.59	0.48
22	Has the ability to attend promptly and accurately to request from library users/ clientele.	25 (17.9)	54 (38.6)	30 (21.4)	24 (17.1)	07 (5.0)	4.06	0.41
23	Fulfills assigned responsibilities.	23 (16.4)	54 (38.6)	28 (20.0)	25 (17.9)	05 (3.6)	3.92	0.96
24	Works effectively with colleagues, staff and library users	21 (15.0)	53 (37.9)	33 (23.6)	24 (17.1)	09 (6.4)	3.73	0.98
25	Works effectively with colleagues, staff and library users	25 (17.9)	35 (25.0)	38 (27.1)	36 (25.7)	06 (4.3)	2.88	0.99
	Average mean = 3.84 Overall Grand Mean = 3.24							

Legend

4.00 - 5.00 = Excellent

3.00 – 3.99 = Very good

2.50 – 2.99 = Good

2.00 – 2.49 = Fair

1.00 – 1.99 = Poor

Table 4.7b shows the combined influence of leadership style and motivation on job performance of library personnel. The Table shows that leadership style and motivation have significant influence on job performance of library personnel ($F = 17.028$, $P < 0.05$). Furthermore, the result shows that motivation and leadership style jointly contributed 16.6% to the variation in job performance of library personnel in public university libraries in North-Central Nigeria ($\text{Adj. } R^2 = 0.166$). Thus, to induce higher level of job performance among library personnel, appropriate leadership style and motivation must be put in place in public university libraries in North-Central Nigeria.

Discussion of Findings

The result showed that librarians/library managers in public university libraries in North-Central Nigeria adopted democratic style of leadership. This finding agrees with the findings of a Nigerian study (Enovwor, 2013) which found out that democratic leadership style is the most used in some selected academic libraries in Delta State. This finding also corroborated another Nigerian study (Akor, 2014) conducted in Benue State. Akor (2014) reported that, librarians adopted more of democratic leadership style, followed by the bureaucratic leadership style.

The second research question sought to determine the level of motivation of library personnel. Result on the level of motivation reveals that intrinsic motivation among library personnel was low. The study also found that extrinsic motivation of library personnel was at moderate level. This finding might be attributed to the fact that such tangible motivations such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work according to Oyedeji (2012), are often determined at the organizational level, and may be largely outside the control of individual managers. Also, on the overall, it was found that the level of work motivation among personnel in public university libraries in North-Central Nigeria is moderate. This corroborated with the findings of Katamba and Abdulsalam (2014) who found a moderate level of motivation among library personnel in public university libraries in North-Central Nigeria.

The third research question sought to investigate the job performance of library personnel. The result showed that the job performance of library personnel in public universities in North-Central, Nigeria was very good. This finding reflects the report by Katamba and Abdulsalam (2014) who reported high level of job performance of library personnel in Nigerian Universities.

Summary, Conclusion and Recommendations

This paper presents the findings, conditioned recommendations of the study.
conclusion

1. Democratic leadership style was most adopted or exhibited by librarians/library managers (average \bar{X} value of 3.51) in public university libraries in North-Central Nigeria. However, librarians/library managers do not exhibit or adopt the autocratic and laissez-faire styles of leadership (average \bar{X} value of 2.95 and 1.93 respectively).
2. Personnel in public university libraries in North-Central Nigeria are slightly motivated with grand \bar{X} value of 3.36.
3. The performance of library personnel in the studied universities in North-Central Nigeria was very good.
4. There was a positive correlation between leadership style identified and library personnel job performance.
5. There was a positive correlation between motivation and library personnel job performance.

6. Results from the regression analysis revealed that the combined independent variable of leadership style and motivation predicted the job performance of library personnel in public university libraries in North-Central Nigeria.

Conclusion

The findings of this study have given an empirical evidence to substantiate the on going debate among researchers and stakeholders in the library profession on the need to look into the factors influencing the performance of library personnel in public universities in North-Central Nigeria at large. Consequently, the study revealed that both leadership style and motivation serve as a predictor of job performance among library personnel; with democratic leadership style and extrinsic motivation having a greater influence on job performance of library personnel in public universities in North-Central Nigeria.

The implication of this finding is that, the democratic leadership style of librarians is the most appealing leadership style that enhances the motivational level (extrinsic motivation) of library personnel, which thereby produces a good level of job performance among library personnel. Therefore, leadership style and motivation are predictors or determinants of job performance of library personnel in public universities in North-Central Nigeria.

5.3 Recommendations

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

1. Librarians should employ or imbibe a democratic style of leadership in their library administration in order to enhance job performance among library personnel and attaché much importance to motivation.
2. The use of laissez-faire leadership style should be discouraged by librarians as it could not bring a good job performance among library personnel.
3. The University management should organize regular inspection to the school library to monitor the style of leadership used by librarians that could enhance job performance among library personnel. This is necessary in order to achieve the objective of the library.
4. Management of public university libraries in North-Central Nigeria should endeavour to motivate their staff intrinsically and extrinsically; especially intrinsic indicators like autonomy to carry out duties, delegation of authority, and opportunities for career development in order to boost the performance of library personnel.

Research findings have noted that in North Central Nigeria, job performance of librarians in the university libraries are below expectation which has been tagged a major challenge for organisational psychology and management. In this regard, findings from research evidences however observed that if an organisation or

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