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## **Creativity of librarians as determinant of job performance in some selected polytechnic libraries in Delta State, Nigeria**

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### **Abstract**

The study investigated the creativity of librarians as determinant of job performance in some selected polytechnic libraries in Delta State. The study adopted a descriptive survey using questionnaire to collect data. The population of the study consists of 45 librarians. A total of 45 questionnaires were distributed only 33 were retrieved using descriptive statistics, the mean and percentage of the data were calculated. A mean score of 2.5 or above and a percentage score of 50% were taken into consideration. The study revealed five (5) creativity factors possess by librarians in some selected polytechnic libraries in Delta state as experience, intelligence, new ideas, motivation and imagination. The study further affirmed the effects of creativity on the job performance of librarians in some selected polytechnic libraries in Delta state as it help to boost self-esteem, it foster organizational growth, it provide a sense of purpose and fulfillment, it reduces stress and improve mental health and it increases feelings of happiness and contentment. The study recommends that librarians should develop new ideas in librarianship since the profession is now a dynamic one and librarians should also be sponsored to seminars and workshops to boost their creativity on the job.

**Keyword: Creativity, librarians, Polytechnic. Job performance**

### **Introduction**

Polytechnic libraries serve teaching, learning, and research in a way that advances the mission and objectives of the school. Furthermore, the quality, breadth, diversity, and currency of library resources and services should be adequate to serve the curriculum of the institution. Because of this, polytechnic libraries are frequently regarded as an academic institution's most significant resource center (Itsekor, Asaolu, and Osinulu, 2015). The work of the polytechnic librarians is essential to the smooth operation of the libraries. A professional who works in a library to give patrons access to information, occasionally social or technical activities, or teaching in information literacy is known as a librarian. The past century has seen a significant

shift in the job of the librarian due to the introduction of numerous new media and technology. Furthermore, according to Omeluzor and Ogo (2018), librarians' main objective is to collaborate with faculty members in order to graduate students who are capable of using their information literacy abilities in the workplace. For effective library services, the polytechnic librarians have to be creative in all they do.

Creativity is the ability to make or otherwise bring into existence something new, whether a new solution to a problem, a new method or device, or a new artistic object or form. To put it simply, creativity is the capacity to go beyond conventional modes of thought or behavior and to produce novel and inventive concepts, procedures, or products. It is widely acknowledged that creativity can assist in resolving issues in the future by fusing concepts and inventive efforts from prior experience (Bartel & Garud, 2009). Librarians' creativity may have an impact on how well they perform at work. The efficacy and efficiency of any organization in producing output with the resources at hand is measured by job performance. The product may take the shape of services or creative works.

According to James (2002), job performance is the act of carrying out a directive, obligation, or goal. It is also the visible and quantifiable actions of an individual in a certain circumstance. How well resources are used is a measure of work performance. It is measured as total output divided by the quantity of units of labor employed to achieve that output. It is also defined as the ratio of a certain measure of output to a specific measure of input per unit of labor. It follows that innovative thinking in the workplace affects how well librarians perform. It is in light of the above that this title creativity of librarians as determinant of job performance in some selected polytechnic libraries in Delta State is imperative.

## **Statement of the problem**

Librarians who possess creative and unconventional thinking skills are more likely to devise original and ground-breaking solutions to problems they face. This desire to find solutions to issues can inspire fresh approaches to jobs and improve the efficiency with which libraries are operated. It is librarians who introduce novel concepts and novel viewpoints. They are able to think creatively and are well-versed in the latest developments in librarianship. They should be concept-driven idea generators who can function both independently and in a group. This will therefore have an impact on how well they do at work in their individual libraries.

It has been observed that there are literatures on creativity of librarians as determinant of job performance, but no study has been carried out on the creativity of librarians as determinant of job performance with a particular reference to some selected polytechnic libraries in Delta State. This study is therefore undertaken to find solutions to librarians who are not creative in their respective libraries.

## **Objective of the study**

The main objective of the study is to find out the factors that influences creativity of librarians in some selected polytechnic libraries in Delta state. The specific objectives are:

1. To identify various creativity factors among librarians in some selected polytechnic libraries in Delta state
2. To establish the effect of librarians creativity on their performance in some selected polytechnic libraries in Delta state

## **Literature review**

In order to established a firm framework for the study, previous works on employee creativity and organizational job performance were discussed and linked together.

Creativity refers to original and novel work, emphasizing the generation of new and original ideas (Madjar, 2011). Amabile (2013) defined creativity as the process of idea generation or problem solving and the actual idea or solution. Creativity has vital impact on librarians performance and when it is the case of service firms, the creativity of frontline

librarians become more crucial. Libraries need creative competition especially after the challenging capital employees to initiate organizational innovation. Lee and Tan (2012) did a study on the influences of antecedents on employee creativity and employee performance in Taiwan. This study attempts to integrate the results of 57 related studies that have examined in cross-level organizations from the year 1990-2011 by using the Meta analytic technique. Employee creativity and performance are good, when there are high quality relationships between the employee and his/her supervisor. Likewise, psychological empowerment contributes significantly to employee creativity and performance. Additionally, organizational support and innovative climate moderate the effect of leader and psychological empowerment on employee creativity and employee performance. Stradinger (2020) conducted a study on creativity in the workplace and its effect on employee retention in USA. This study was conducted with a sample of 99 employees from the Midwestern manufacturing company. Results demonstrate there is a strong relationship between participation in creativity in the workplace and retention.

Librarian's creativity has been proved important to polytechnic libraries success. Librarian's creativity can be enhanced in the organization by empowering the employee and giving feedback on how they achieved their goals, giving them free hand how they want to achieve those goals which will result to enhance performance beyond imagination (Dvir, Eden, Avolio, & Shamir, 2012). Libraries need creative employees to initiate organizational innovation. Librarian's creativity is recognized as the key factor for generating a competitive advantage. The creativity of librarians gives them a competitive advantage, which benefits libraries in a number of ways that relate to the bottom line of the institution. Innovative behaviors in polytechnic libraries lead to improved performances and competitive benefits (Shelley, Hogan, Unnithan, & Stretesky, 2013). Libraries that promote creativity see increases in work performance as well as profit growth.

The creative behavior of librarians is positively influenced by support in the form of further education and regular evaluation of performance and recognition (Gong et al., 2009; Mura et al., 2019). The creativity of employees in the workplace can also be influenced by work experience gained during working life. González-González and García-Almeida (2021) examined work experience and engagement to seek opportunities for improvement and innovation through regression analysis of the survey data. They came to conclude that work

experience, engagement, and passion serve as an important input for identifying opportunities for improvement and for generating new ideas. Muñoz-Pascual et al. (2021) confirmed through quantitative research and data analysis that knowledge, motivation, and relationships have a positive and significant influence on creativity, which allows more ideas to be developed. They discovered that elements related to "tacit knowledge," such as training, experience, skills, and practical courses, significantly influence the generation of new concepts. They found that the growth of creativity and sustained innovation is significantly influenced by external motivation variables, such as group rewards.

In many studies, the creative personality is associated with such traits as independence, entrepreneurship, radicality, and openness to experience (Lubart et al., 2015). Wang et al. (2021) used a questionnaire survey to show that there is a relationship between an individual's creativity, self-confidence, and set goals. Through a questionnaire survey, Zhang H. et al. (2021) revealed that the ability to acquire new knowledge and the willingness to share that knowledge positively affects social curiosity, sensitivity to deprivation, and the joy of discovery. According to their outputs, the willingness to pass on knowledge has a direct impact on the level of creativity in the company. The Baldé et al. (2018) demonstrated the connection between mutual trust in the team in the workplace and internal motivation, which encourages employees in the formation of individual knowledge and creativity and a willingness to share knowledge mutually.

In another development Gong, Zhou, and Chang (2013) conducted a study core knowledge employee creativity and firm performance. The moderating role of riskiness orientation, firm size, and realized absorptive capacity. Data were collected from 761 core knowledge employees, 148 CEOs, and 148 HR executives from 148 high-technology firms. The results indicated that core knowledge employee creativity was negatively related to firm performance when riskiness orientation was high. The relationship was positive when realized absorptive capacity was high. Finally, the relationship was more positive in small firms than in large firms. Miao and Cao (2019) did a survey on high-performance work system, work well-being, and employee creativity with focus to cross-level moderating role of transformational leadership in China, using a sample of large and medium-sized enterprises in China, collected data using questionnaire, which are time-lagged and multilevel, from 266 employees in 61

departments. Results of the hierarchical linear model found that high-performance work system is positively related to employee creativity. High-performance work system positively affects employee work well-being. Work well-being positively affects employee creativity. Employee work well-being partially mediates the relationship between high-performance work system and creativity. Transformational leadership, which represents an important contextual variable in the workplace, moderates the relationship between work well-being and employee creativity. Moreover, the study also revealed that transformational leadership can moderate the indirect effect of high-performance work system on employee creativity.

## **Methodology**

The study adopted a descriptive survey using questionnaire to collect data. A total of 45 librarians in some selected polytechnic libraries in Delta State were used for the study. A total of 45 questionnaires were distributed only 33 were retrieved using descriptive statistics, the mean and percentage of the data were calculated. A mean score of 2.5 or above and a percentage score of 50% were taken into consideration.

**Table 1**

### **Population of the study**

| <b>S/N</b>   | <b>Institution</b>                 | <b>No of librarians</b> |
|--------------|------------------------------------|-------------------------|
| 1            | Oghara Polytechnic library         | 16                      |
| 2            | Ogwashi-Uku Polytechnic library    | 15                      |
| 3            | Federal Polytechnic library Orogun | 14                      |
| <b>Total</b> |                                    | <b>45</b>               |

The table one above depicts the population of the study in some selected polytechnic libraries in Delta state. Oghara Polytechnic library has 16 librarians; Ogwashi-Uku Polytechnic library has 15 librarians while the Federal Polytechnic library Orogun has 14 librarians respectively.

**Table 2****Creativity factors**

| S/N | Creativity factors | SA | A  | D | SD | -X  | Decision |
|-----|--------------------|----|----|---|----|-----|----------|
| 1   | Experience         | 21 | 11 | 0 | 0  | 3.5 | Accepted |
| 2   | Intelligence       | 19 | 10 | 2 | 0  | 3.3 | Accepted |
| 3   | New ideas          | 22 | 10 | 1 | 0  | 3.6 | Accepted |
| 4   | Motivation         | 18 | 12 | 2 | 1  | 3.4 | Accepted |
| 5   | Imagination        | 17 | 14 | 1 | 1  | 3.4 | Accepted |

The table 2 revealed five (5) creativity factors possess by librarians in some selected polytechnic libraries in Delta state as Experience (3.5), Intelligence (3.3), new ideas (3.6), Motivation (3.4) and Imagination (3.4) respectively.

**Table 3****Effect of creativity on librarian's job performance**

| S/N | Creativity factors                             | SA | A  | D | SD | -X  | Decision |
|-----|--|----|----|---|----|-----|----------|
| 1   | It help to boost self-esteem                   | 23 | 9  | 1 | 0  | 3.6 | Accepted |
| 2   | It foster organizational Growth                | 20 | 12 | 1 | 0  | 3.5 | Accepted |
| 3   | It provide a sense of purpose and fulfillment, | 25 | 7  | 1 | 0  | 3.7 | Accepted |
| 4   | It reduce stress and improve mental health     | 22 | 10 | 0 | 1  | 3.6 | Accepted |
| 5   | It increases feelings of                       | 15 | 16 | 2 | 0  | 3.3 | Accepted |



|  |                            |  |  |  |  |  |  |
|--|----------------------------|--|--|--|--|--|--|
|  | happiness and contentment. |  |  |  |  |  |  |
|--|----------------------------|--|--|--|--|--|--|

Table 3 shown the effect of creativity on the job performance of librarians in some selected polytechnic libraries in Delta state as it help to boost self-esteem (3.6), it foster organizational growth (3.5), it provide a sense of purpose and fulfillment 93.7) it reduces stress and improve mental health(3.6) and it increases feelings of happiness and contentment.

### **Conclusion**

The study established a significant positive relationship with librarian’s job performance. Based on the results, the study concludes that there is a significant positive effect of librarian’s creativity on their job performance. In conclusion, librarian’s creativity is most important if the library wants to grow and develop rapidly within a short time.

### **Recommendations**

The study recommends thus:

1. Librarians should develop new ideas in librarianship since the profession is now a dynamic one
2. Librarians should be sponsored to seminars and workshops to boost their creativity on the job
3. Libraries should recruit only librarians who are creative and has vision

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