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Participative Management and Effective Communication as Predictors of Job Performance of Library Staff in Federal Universities in South East Geo-Political Zone of Nigeria.

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**PARTICIPATIVE MANAGEMENT AND EFFECTIVE COMMUNICATION AS
PREDICTORS OF JOB PERFORMANCE OF LIBRARY STAFF IN FEDERAL
UNIVERSITIES IN SOUTH EAST GEO-POLITICAL ZONE OF NIGERIA.**

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Abstract

The study focused on participative management and effective communication as predictors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria. Two research questions and two null hypotheses guided the study. Correlation research design which involved simple linear method was adopted for the study. The population of the study is 332 library staff. Using total enumeration sampling technique, the entire population was adopted as sample for the study. Rating scale was used to collect data for the study. Pearson r statistics was used to answer the research questions while t-test of significance of simple linear correlation statistics was used to test the hypotheses at $p < 0.05$ level of significance. The findings of the study revealed that participative management and effective communication respectively are highly and significantly related with job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria. Based on the above findings, the researchers recommended that university management and university library management should incorporate the library staff in taking decisions concerning them and the affairs of the library. University library management should ensure that there is downward, upward and horizontal communications among staff in their libraries.

Keywords: University Library, Library Staff, Participative Management, Effective Communication and Job Performance.

Introduction

A university is an academic institution established to provide education at the highest level. It awards academic degrees in various academic disciplines at both undergraduate and postgraduate levels. No university exists on its own. It is usually established by a sponsoring body hence, the existence of public and private university. While a private university is owned by an individual or group of individuals, the public university is the type that is established by either the federal or state government. The ownership of the university notwithstanding, one of its important structure is the library.

Libraries established within this environment provide library services to students, staff and immediate communities of their respective institution. Without the university library, the institution cannot function effectively in achieving these mandates of teaching, learning, research and community services. The extent to which university libraries can provide services to support the tripartite functions depends on the quality of library staff available. Library staff in a typical university library is categorized into three: professionals, para-professionals and non-professionals. They help to run the library operations, services and also play outstanding roles in the achievement of the library's objectives. The various tasks performed by library staff on a daily basis contribute to job performance in general.

Job performance is an important factor in achieving organizational goals. This is why Razak (2011) asserts that job performance is one of the most important activities that reflect both the goals and the means necessary to achieve it. It is generally acknowledged as a necessary factor that enhances the growth and development of every library. To enhance job performance of library staff, there is need for participative management and effective communication.

Participative management has to do with getting the library staff involved in the day to day decision making process in the library. It rests on the concept of shared authority which holds that managers share their managerial responsibility with their subordinates (Anthony cited in Batool & Anwar, 2016). Such responsibilities include goal setting, determination of work schedules, making necessary suggestion on how to solve the library's problems. Library authorities these days mostly focus on increasing finances, implementing technologies and improving services. In this case, the implementation of participative management practices in libraries would lessen the pressure on library managers, enhance their job performance and organizational output as well as promote effective communications.

No managerial process can take place effectively and efficiently without communication. No wonder Audu, Anonguku and Obinne (2010) aver that communication plays an important role in the smooth running of any business enterprise. People with good communication up, down and across organizational ladder tend to enjoy better interpersonal relationships with their co-workers and superiors thus leading to effective job performance. This is why Ifidon and Ugwuanyi (2013) rightly point out that effective communication facilitates the achievement of organizational goals.

Participative management and effective communication are subjected to test in this study to examine if they are predictors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria namely; Michael Okpara University of Agriculture, Umudike; Nnamdi Azikiwe University, Awka; Alex Ekwueme Federal University, Ndufu-Alike, Ikwo; University of Nigeria, Nsukka and Federal University of Technology, Owerri.

Research Questions

The following research questions were posed to guide the study:

1. What is the coefficient of relationship between participative management and job performance of library staff in the federal universities studied?
2. What is the coefficient of relationship between effective communication and job performance of library staff in the federal universities studied?

Hypotheses

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

H₀₁: The coefficient of correlation between participative management and job performance of library staff in the federal universities studied is not significant.

H₀₂: The coefficient of correlation between effective communication and job performance of library staff in the federal universities studied is not significant.

Literature Review

Participative Management

Participative management is a multi-faceted concept and has been defined by various scholars in different ways. It has been generally described as the process of involving subordinates in the decision making process. Akanwa (2017) stated that participative management also known as employee involvement or participative decision making, encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies and implementation of solutions. Similarly, Ifidon and Ifidon as cited in Malachy-Madu (2019) defined it as a collegial management pattern whereby there is an active cooperation between the manager and his subordinates in the setting up and pursuit of agreed job-related objectives. The emphasis is on active involvement of people. Employees are involved in decision making process in the organization by engaging in activities like determining the tasks to be done and making suggestions that will help attain organizational goals.

An idea can be initiated by any staff member not minding the cadre but such idea must go through the gamut of group evaluation. If finally adopted, it becomes a group decision and not that of the staff that initiated it and all staff members share in the result of a good job. In corroboration with the above assertion, Anthony as cited in Batool and Anwar (2016) opined that participatory management supports shared authority which holds that managers share their managerial authority with their subordinates. In other words there is an increase in the responsibility of employees because of employees' involvement in decision making process.

There is a need to appreciate the importance of participative work in libraries. This is why Reese (2009) giving examples of collaborative decision making noted that participative management is needed for effective and efficient working in special collections and technical departments. Employees who participate in decision of the company feel like they are part of a team with a common goal and find their sense of self-esteem heightened (Akanwa, 2017). Similarly, Ibrahim and Bahyaye (2019) stated that employee participation in decision making has a positive effect on performance to the extent that it increases self-efficacy and the discoveries of task relevant strategies. This implies that with participative management, employees can make meaningful contributions that result to attainment of organizational goals. However, Akor as cited in Agbese, Daramola and Akidi (2018) maintained that library staff become nonchalant about their library work when the leadership is autocratic in his decision making, which invariably impact their job performance negatively.

Subordinates get encouraged and satisfied when authority is given to them. Such an employee feels that the superior has faith in him and also in his ability to use authority in a proper manner. Delegation of authority encourages employees to perform better. They take interest and initiative in the work and try to prove that they are competent to work at the higher

level. Participative management encourages the library staff to be more committed when they are involved in decision making and this helps to increase their performance. Senyah (2003) noted that staff meetings are also important in participatory management in that they involve staff in decision making process and also contribute to their development.

Several studies have been carried out on participative management. Singh (2019) found that employee participation in decision making correlate strongly with organizational productivity. Mwaisaka, K'Aol and Ouma's (2019) correlation analysis showed that participative leadership style significantly influences employees' job satisfaction and performance. Furthermore, Batool and Anwar's (2016) findings revealed that all the seven components of participative management namely organizational structure, leadership, decision making, goal setting, motivation, communication process and management controls were generally favoured by the respondents as affecting their job performance. It can be deduced from the above statements that participative management is a process whereby employees are involved in decision making and sometimes authorities are delegated to them. All these are geared towards the progress of the library.

Effective Communication

Communication is very important in every organization for achieving managerial and organizational effectiveness. Ifidon and Ifidon (2007) opined that communication is such an important element of management that it deserves a special treatment. Basically, communication is the transmission of thoughts, ideas, opinions and information from one person to the other. Quirk as cited in Umoren and Aguwonobi (2017) defined communication as a process in which people exchange information or express their thoughts and feelings. Good communication helps employees become more involved in their work and helps them develop a better understanding

of their jobs. Without communication, employees will not be aware of what their co-workers are doing, will not be able to assess their performance and will not have any idea about what their goals are. Owoye and Dahunsi (2014) discovered that communication is a veritable tool in service delivery in the library, and that proper communication promotes job effectiveness and services delivering in the library.

Effective communication is the exchange of thoughts and information. It is an interaction process between individuals who share information and ideas necessary to conduct successful job performance and achieve organizational goals. Ifidon and Ugwuanyi (2013) described effective communication as the process by which information is appropriately transmitted and understood between two or more people. Communication transverses all managerial areas thus, when superiors (management and supervisors) communicate with subordinates with planning, organising and controlling tasks, such exchange is very much a part of other managerial activities. Communication is the link between one managerial activity and the other. It is effective when the sender of information and the recipient have a common comprehension of message (Olakunle, 2017).

The flow of communication in any organization, libraries and information centres inclusive, according to Eboh as cited in Afinotan (2009), can be upward, downward or cross wise. The different directions of communication - up, down and horizontal remain very essential aspect of the organisation's part to success. Nzotta (2000) pointed that effective communication system is very essential to the successful running of administration of any organization. He x-rayed the downward method of communication which involves communication flow from the superior down to the subordinate and the upward method which involves communication from the subordinates upward to the superior. He maintained that this two-way method is very

necessary as a feedback mechanism within the organization. The third method is the horizontal approach in which supervisors of coordinate authority interact freely among themselves for effective cooperation and coordination of activities. This approach is necessary also as a means of peer-group review mechanism. Free flow of information - upward, downward or horizontal ensures that important information reaches all staff members in the organization for effective job performance.

Communication breakdown has been identified as a major barrier to corporate excellence and productivity. Iwundu and Aniago (2010) observed that the effectiveness of any communication depends on the state of the health of both the sender and the receiver. Ifidon and Ugwuanyi (2013) asserted that effective communication may equally be affected by noise. They further explained that noise is taken to be anything in the sender, the medium of communication, or the receiver that disturbs the efficient flow of communication in libraries. Poor communication within a library discourages instead of motivating employees in the library. No organization exists without effective communication as there will be no possibility of the group influencing the behaviour of individuals. Effective communication requires that the receiver will understand the message and the message will be relevant to the receiver. High job performance can be experienced in the library if the library staff are able to communicate effectively. In view of this, Olakunle (2017) study revealed that interpersonal communication enhances library services. Effective communication entails the bringing of the employees to the knowledge of happenings within and outside their workplace.

Job Performance

Job performance has become the most important focus of administrators and academicians because of its importance in determining organizational performance if the skill of

the employee drops. Oyeniran and Akphorhonor (2019) considered job performance as an output of a staff on the job, measurable in terms of quality and quantity of job done. Job performance is the total expected value to the organization of discrete behaviours that an individual carries out over a standard period of time (Motowidlo, 2003). Also, Ojo (2009) maintained that job performance is the extent to which the day-to-day work is being carried out. There is a level of job performance that is expected from employees by every employer. This is why Aboyade (2013) concluded that job performance of individuals is crucial to the survival of any organization.

Staff performance is considered as the measures of the quality of human capital which was held by the institution and organization and is a key thrust in the organization plan (Fauzilah, Dzulkifli, Abdullah & Yaakob, 2011). It is generally acknowledged as a necessary factor that enhances the growth and development of every library. For a library to achieve its goal, tasks should be defined and achieved. Robbins and Coutler (2013) asserted that performance in workplace is the accumulated results of activities that an employee performed. It is the effort made by an employee within an organization in order to achieve particular pre-determined results through the use of available resources (Abdel-Razek, 2011).

Performance measurement is a continuous exercise for the managers and their subordinates. Job performance can help to measure how well the workers fulfil the employers' expectations to achieve organizational goals. It comprises what an employee does in the workplace, the achievement of organizational goals and the outcomes of his actions which are measurable (Visvesvaran & Onnes, 2000). It helps to find out employees who are performing well, those that are not performing well and those employees that need more training. Performance measurement is very essential in the library to identify the library staff whose

performances are high or low. Since attaining high job performance is always an organization priority, every organization has to place a considerable attention to individual employee performance (Daship, 2012). Job performance can therefore be said to be the sum total of the tasks carried out by an employee, the ways they are done and their outcome taking cognisance of the organization's goals and objectives.

Research Methodology

This study adopted correlation research design which involved simple linear method. The linear correlation design was adopted to determine the extent and direction of the relationships between the variables. The population of the study is 332 library staff made up of 144 professionals and 188 paraprofessional from the federal universities in South-East, Nigeria. The sample for the study was 332 library staff. Total enumeration sampling technique was applied to adopt the entire population as sample. Rating scale was the instrument used for data collection. Pearson "r" as a linear correlation was used to analyze the research questions while t-test of significance of simple linear correlation was employed to test the hypotheses. **Decision Rule:** For the research questions, the decision rule either negative or positive are; 0.00 = no relationship, 0.01-0.20 = very low relationship, 0.21-0.40 = low relationship, 0.41-0.60 = moderate relationship, 0.61-0.80 = high relationship, 0.81-0.99 = very high relationship and 1.00 = perfect relationship. For the hypotheses, the acceptance or rejection of null hypotheses was based on the t-calculated value and t-tabulated value. This means that when the t-calculated value is greater than the t-tabulated value, the null hypothesis is rejected but if otherwise, the null hypothesis is accepted.

Data Analyses and Presentation

Research Question 1: What is the coefficient of relationship between participative management and job performance of library staff in the federal universities studied?

Table 1

Summaries of Pearson r used to establish the coefficient of relationship between participative management (X) and job performance (Y) of library staff in the federal universities studied.

Variables (V:X&Y), Sample Size (n), Summation (Σ), Pearson r (r), Magnitude of Relationship (MR), Direction of Relationship (DR) and Remarks

V	n	Σ	R	MR	DR	Remarks
X	332	6193	0.692	High	Positive	High Positive Relationship
Y	332	11653				

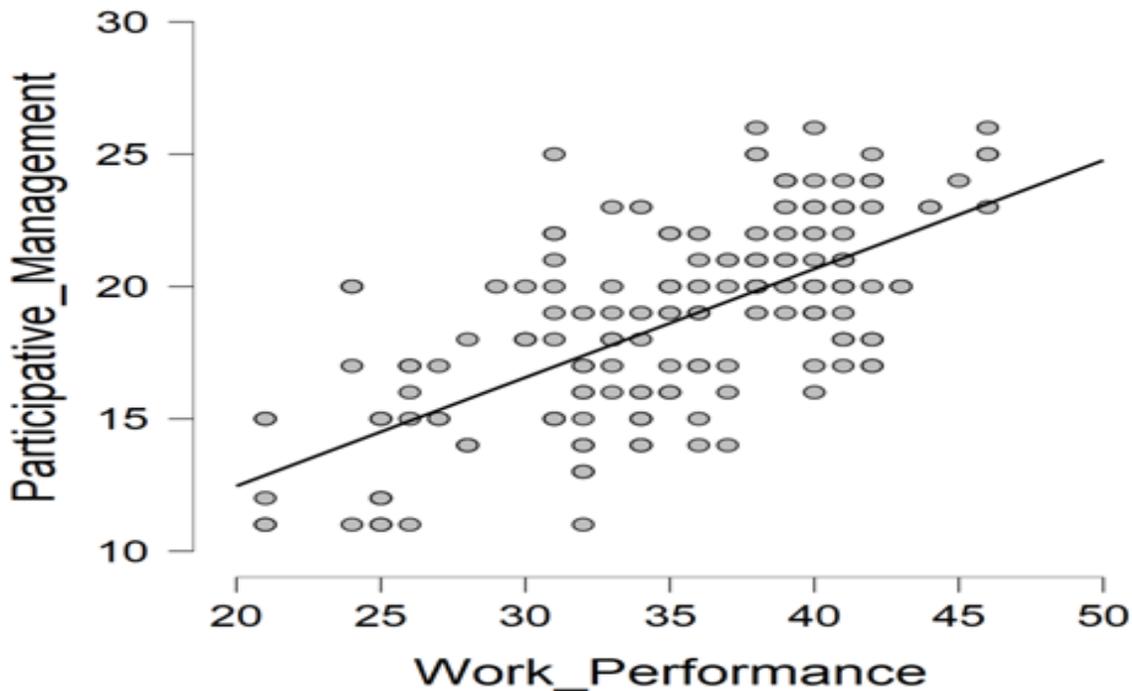


Figure 1: Scatter plot of participative management and job performance of library staff scores

Table 1 shows the summaries of Pearson r used to establish the coefficient of relationship between participative management and job performance of library staff in the federal universities

studied. The result shows that an index of 0.692 was realized for the coefficient of relationship between the two variables. This result indicates that there is a high positive relationship between participative management and job performance of library staff in the federal universities studied. This positive nature indicates that an increase in one variable is likely to lead to the same measure of increase in another variable and a decrease in one variable could also lead to the same measure of decrease in another variable. This is confirmed in the scatter plot presented in figure 1 which shows how the line of best fit moves positively from down-left to upper-right. Therefore, the answer to the research question is that there is a high positive relationship between participative management and job performance of library staff in the federal universities studied.

Hypothesis 1: The coefficient of correlation between participative management and job performance of library staff in the federal universities studied is not significant.

Table 2

Summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between participative management and job performance of library staff in the federal universities studied.

Sample Size (n), Summation (Σ), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (DF) and t-test of Significance of Simple Linear Correlation between two Variables

V	N	Σ	R	A	DF	t _{cal}	t _{tab}	Decision
X	332	6193	0.692	0.05	330	17.416	1.96	Reject Ho₂
Y	332	11653						

Table 2 shows the summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between participative management and job performance of library staff in the federal universities studied. The result indicates the degree of freedom as 330 and the t-calculated value of 17.416 is greater than the t-tabulated value of 1.96. Given that the t-calculated value is greater than the t-tabulated value, the researchers therefore rejected the null

hypothesis; thus, deducing that the coefficient of correlation between participative management and job performance of library staff in the federal universities studied is significant.

Research Question 2: What is the coefficient of relationship between effective communication and job performance of library staff in the federal universities studied?

Table 3

Summaries of Pearson r used to establish the coefficient of relationship between effective communication (X) and job performance (Y) of library staff in the federal universities studied.

Variables (V: X & Y), Sample Size (n), Summation (Σ), Pearson r (r), Magnitude of Relationship (MR), Direction of Relationship (DR) and Remarks

V	N	Σ	R	MR	DR	Remarks
X	332	4409	0.652	High	Positive	High Positive Relationship
Y	332	11653				

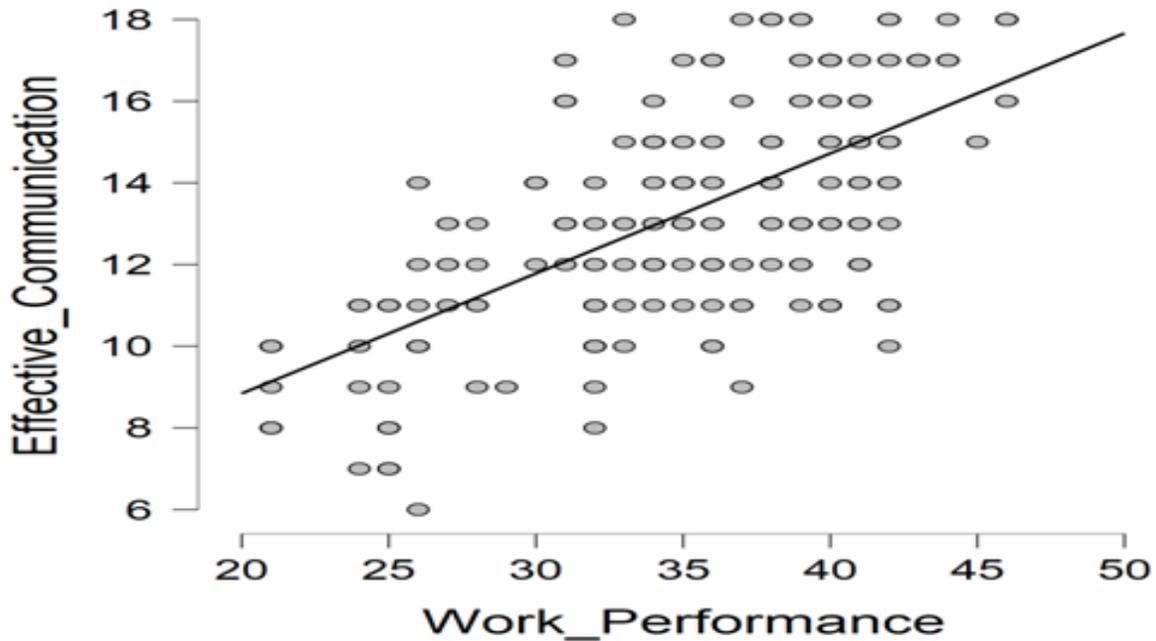


Figure 2: Scatter plot of effective communication and job performance of library staff scores

Table 3 shows the summaries of Pearson r used to establish the coefficient of relationship between effective communication and job performance of library staff in the federal universities studied. The result shows that an index of 0.652 was realized for the coefficient of relationship between the two variables. This result indicates that there is a high positive relationship between effective communication and job performance of library staff in the federal universities studied. This positive nature indicates that an increase in one variable is likely to lead to the same measure of increase in another variable and a decrease in one variable could also lead to the same measure of decrease in another variable. This is confirmed in the scatter plot presented in figure 2 which shows how the line of best fit moves positively from down-left to upper-right. Therefore, the answer to the research question is that there is a high positive relationship between effective communication and job performance of library staff in the federal universities studied.

Hypothesis 2: The coefficient of correlation between effective communication and job performance of library staff in the federal universities studied is not significant.

Table 4

Summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between effective communication and job performance of library staff in the federal universities studied.

Sample Size (n), Summation (Σ), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (DF) and t-test of Significance of Simple Linear Correlation between two Variables

V	N	Σ	R	A	DF	t _{cal}	t _{tab}	Decision
X	332	4409	0.652	0.05	330	15.630	1.96	Reject Ho₅
Y	332	11653						

Table 4 shows the summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between effective communication and job performance of library staff in the federal universities studied. The result indicates the degree of freedom as 330 and the t-calculated value of 15.630 is greater than the t-tabulated value of 1.96. Given that the t-calculated value is greater than the t-tabulated value, the researchers therefore rejected the null hypothesis; thus, deducing that the coefficient of correlation between effective communication and job performance of library staff in the federal universities studied is significant.

Discussion of Findings

Relationship between participative management and job performance of library staff in the federal universities studied

It was revealed that there is a high positive and significant relationship between participative management and job performance of library staff in the federal universities studied. This indicates that any positive improvement in the involvement of library staff in management, that is participative management, will likely in a high manner lead to an improvement in their job performance. This is the fact because when staff are adequately involved in the management

activities that concern them, there will be a high tendency for them to feel belonged to the organization and this will likely have a great influence on their work performance. Corroborating this finding, Singh (2019) found that employee participation in decision making correlate strongly with organizational productivity. Mwaisaka, K'Aol and Ouma's (2019) correlation analysis showed that participative leadership style significantly influences employee job satisfaction and performance. Furthermore, Batool and Anwar's (2016) findings revealed that all the seven components of participative management namely organizational structure, leadership, decision making, goal setting, motivation, communication process and management controls were generally favoured by the respondents as affecting their job performance. The recorded similarities among the above findings could be attributed to the use of similar research designs.

Relationship between effective communication and job performance of library staff in the federal universities studied

The study also revealed that there is a high positive and significant relationship between effective communication and job performance of library staff in the federal universities studied. This finding has shed a great light on how effective communication will likely result to improved job performance among library staff of universities. That is to say that when there is a clear and useful communication existing among staff in the university libraries, there would be an improvement in the work performance of the staff therein. However, if there is poor communication among them, the reverse becomes the case thus, affecting the job performance of library staff negatively. This finding conforms with that of Olakunle's (2017) study which revealed that interpersonal communication enhances library services. Similarly, Owoye and

Dahunsi's (2014) study revealed that communication is a veritable tool in service delivery in the library, and that proper communication promotes job effectiveness and services delivering in the library. This finding is also in agreement with Iwundu and Aniago's (2010) result as they observed that the effectiveness of any communication depends on the state of the health of both the sender and the receiver. The recorded similarities among the findings could be attributed to the use of similar design.

Conclusion

This study examined participative management and effective communication as predictors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria. It was discovered that there is a high positive and significant relationship between participative management and job performance of library staff in the federal universities studied. It was also revealed that there is a high positive and significant relationship between effective communication and job performance of library staff in the federal universities studied. This implies that for staff to be effective in their service delivery and job performance, they need to participate in management decision concerning them and also there should be clear and useful communication existing among them in the federal universities studied. Hence, participative management and effective communication are predictors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. University management and university library management should incorporate the library staff in taking decisions concerning them and the affairs of the library. This will make them feel relevant in their establishments/offices.

2. University library management should ensure that there is downward, upward and horizontal communications among staff in their libraries. This will make all the library staff to have a sense of belonging and invariably enhance their job performance.

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