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Perceived Influence of Planning and Leading on Staff Performance in Colleges of Education Libraries in Lagos State, Nigeria

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Abstract

Planning and leading are important tools for the success of every organization, academic libraries inclusive. This study attempts to investigate the perceived influence of planning and leading on staff performance in colleges of education in Lagos State. The study had three research questions. The study population consisted of all the 49 library personnel professionals, Paraprofessionals and library assistants from the two colleges of education in Lagos state. A structured questionnaire was used to gather data from the respondents which were analyzed by inferential statistics. The study analysis revealed that planning has a positive influence on library staff performance and there is a positive relationship between leadership and staff performance in the libraries studied, and autocratic leadership style has a negative influence on staff performance. The study also revealed some factors that can influence staff performance; these include motivation work environment workload, regular training of staff, holding a general meeting. Based on the above findings, it was concluded that adequate planning and good leading style can influence libraries in colleges of education in achieving their set goals. The study recommended that librarian and managers should always make long-term planning and develop strategies for staff development as this will enable the library staffs to have a sense of belonging thereby contributing positively to the development of the organization. The librarians and management should ensure that there is a conducive environment, a motivation for staff, as these will affect the staff performance.

Keywords: Planning in Academic Libraries, Leading in academic libraries, Library Staff Performance, College of Education Libraries, Leadership styles

Introduction

The success of any organization depends largely on good planning and effective leadership style. Planning is the function of management which involves setting goals and objectives and determining a course of action for achieving the objectives. It requires that managers be privy to environmental situations facing their employer and forecast future conditions and good managerial ability in decision making. Adenaike (2012) defined planning as taking a decision before one takes action. It has to do with deciding in advance what to do, how to do it, when to do it, where to do it, why should it be done and who to do it. Features of planning include choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed; setting of goals and objectives for the organization and developing work-map showing how these goals and objectives are to be achieved; division and assignment of human, material; technical and financial resources to various areas within the organization. Planning and leadership have great influence on staff performance and achievement of the organizational goals and objectives.

The position of leaders in ensuring remarkable organizational overall performance cannot be overemphasized. The approach the library managers adopt in directing, guiding and controlling the staff under them determine the pace of progress in their libraries. According to Adamaechi and Romaine (2002), leadership is essential in any kind of group or organization and it can mean the difference between success and failure of any group or joint activity. Hence for an organization, especially academic libraries to achieve their goals, the leadership positions of such libraries must be occupied by competent leaders. Provision of adequate motivation, suitable work environment, compensation, efficient communication between managers and subordinates play an important role in promoting this goal.

Bryman (1992) defined leadership in terms of the process of social influence whereby a leader steers members of a group towards the goals and objectives of that organization. The importance of leadership in any organization is vital if such entity is to succeed in achieving its goals and objectives. Leadership is about influence. The influence could be positive or negative. The positive influence is the issue and it is only trustworthy and exemplary leaders that easily influence the followers positively. Effective leadership holds the key to success and growth in any organization, especially academic libraries.

Management of academic library as an organization is not different from what obtains in other organizations. The slight difference that may be noticed is the service-oriented and not-for-profit nature of most libraries especially the academic libraries. Service centered organizations have weathered the storm and become one of the most successful businesses in the world today. However, the not-for-profit nature of academic and most libraries has not deterred the management team from achieving the desired professional goals.

Planning and leading are important tools in organizations, as they help the organizations to ensure staff is committed to working towards achieving the organizational goals and objectives. It involves analyzing opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining on leading style that will assist the organization to compete effectively in their environment. Schermerhorn, (2011) opined that most planning failures arise from the inability of leaders to truly understand the planning and to implement it well. Planning and leading serve as tools that will either determine the success or failure of every organization. In view of the above contending issues, it is necessary to look at Influence of planning and leading on staff performance in colleges of education, libraries in Lagos state, Nigeria. The two colleges of education in Lagos state, Michael Otedola College of Primary Education Noforija, Epe (MOCPED) and Adeniran Ogunsaya College of Education Ijanikin (AOCOED) were used. It is presumed that the results of the study will be of great value to the library management in academic institutions. Furthermore, the outcome of the study would help library management in planning programmes and effective leadership that will enhance the realization of the goals and objectives of their libraries.

Objectives of the Study

This study focused on the perceived influence of planning and leading on staff performance in colleges of education libraries in Lagos state. The study looked at various ways that planning and leading can either enable the staff performs effectively or ineffectively. The specific objectives are to examine the influence of planning on staff performance in the library; examine the influence of leading on staff performance in the library and; find out the factors that influence staff performance in the library

Research questions

Arising from the above-stated objectives, the following research questions were answered in the study:

- What is the influence of planning on staff performance in the library?
- What is the influence leadership on staff performance in the library?
- What are the factors that influence staff performance in the library?

Hypothesis

H₀₁: There is no significant effect of planning on staff performance in the library

H₀₂: There is no significant effect of leading on staff performance in the library

H₀₃: There are no significant factors that influence staff performance in the library

Literature review

A library is a complex organization that has its own set objectives. It has its hierarchical structure, official decision-making processes, institutional policy, and routines, to enable it to achieve set goals. Planning is an important tool in the progress of any organization, because it helps the management to decide short term and long term goals in order to achieve the organization goals and objectives. Koontz (2010) introduces an issue known as the nature of planning which can be highlighted by for aspects of planning. These aspects are contributions to purpose and objectives“ primacy of planning, the pervasiveness of planning and efficiency of plans. These aspects are discussed briefly in turn. They also conceive planning to be much more than essential decision-making. According to them, planning presupposed the existence of alternatives, and that there are very few decisions for which some kind of alternative does not exist. They state further that planning is deciding in advance what to do, how to do it, when to do it, and who is to do it. As the most basic of all managerial functions, planning involves selecting from among alternatives, future courses of action for the enterprise as a whole and for every departmental goal and determining ways of achieving them. The authors argue that planning must involve an open system approach to managing. This is because planning cannot be taken in a vacuum. Rather, it must consider the

nature of the future environment in which planning decisions and actions are intended to operate.

Stoner (1982) offers that planning is a process that does not end when a plan is agreed upon rather, it must be implemented. Also at any time during the implantation and control process, plans may require modification to avoid becoming useless or even damaging Stoners argument, therefore, implies that decisions must be made at many points in the planning process. For instance, managers must decide which predictions in such areas as the economy, and the actions of competitions are likely to be most accurate. They must also analyze organizational resources and decide how to allocate them to achieve their goals most effectively.

The efficiency of plans: This concept stresses that a plan is efficient when it contributes to purpose and objectives as offset by the cost and other unsought consequences required formulating and operating such plans. As such a plan too high attracts unnecessarily high costs. Also, even though the concepts of efficiency imply the normal ratio of input to output in terms of money, labor hours or units of production to include such values as individual and group satisfaction. In all, it can be concluded that if managers do not plan to some degree, they would have no idea of whether or not the organization is accomplishing its purpose. Dixon (1979) provides four reasons why planning is important for good management. They are as follows: 1) Planning aids the process of control because managers have a benchmark against which they can measure the actual results achieved. 2) Planning helps to make the operations of an organization more economical.

Strategic Management Functions in Academic Library Management

As earlier stated, a library is an organization where management principles, functions, and styles are applicable. The functions of management are basically grouped into four namely; planning, organizing, leading and controlling. In all cases, planning is part of an on-going continuous activity which addresses where the organization as a whole, or individual parts of it, should be going. Planning involves selecting missions and objectives and the actions to achieve them; it requires decision making that is choosing future courses of action from among alternatives. Planning in library management depends largely on the objectives of the parent institution and the purpose for which it was established. In the case of university libraries, they derive their mission from that of the parent organization, the university. Thus,

planning for the development of academic libraries have influenced by the contents in which the parent organizations operate. The vision, mission and strategies which are selected by universities as a guide for meeting the core functions of teaching, learning, research and providing community services, form the foundation on which the role of the university library as a contributor to these core functions, influence the environment within which the university library crafts its own mission and role. Library services are not profit-oriented organizations. Nevertheless, an elaborate planning is required so as to ensure that the overall objectives of a library are attained.

Nearly everyone plans. The essence of planning is to prepare for and predict future events. Planning is the most basic of all management functions since it involves selecting from an alternative future course of action. Planning involves of selection of enterprise and departmental objectives as well as a determination of the means of reaching there. Since planning does not take place in vacuum good planning must consider the nature of the future environment in which planning decision and action are intended to operate. Planning is deciding in advance what to do, how to do it, when to do it, who is to do it, why do it and how much resources are to be used. Planning is the process of determining in advance what should be accomplished and how it should be realized. Planning is set of managerial activities designed to prepare the organization for the future and ensure that decision regarding the use of people and resources help achieve organization objective.

Planning strongly requires managerial innovation because it is an intellectually demanding process. It requires the conscious determination of course of action and the basing of a decision on purpose, knowledge and considered estimates. In essence, planning is the selection of mission, a selection from among alternatives. In more formal terms, planning has been defining as the systematic development of action, a programme aimed at reaching agreed business objectives by the process of analyzing, evaluating, and selecting among the alternative. Especially, planning is anticipating for the future base on the presence. Planning information services delivery is an activity performed in all levels of library management which concerns a proposed course of action. Since every business involves some risks and uncertainties, there is need to plan, so that the management can be able to calculate the risk and also minimize their uncertainties. The essential nature of planning can be broadly explained by the four major aspects of planning, the pervasiveness of planning and efficiency of planning. The purpose of every plan, whether overall or departmental is to facilitate the attainment of enterprise's purpose and objectives. Planning helps to identify the

organization's philosophy, policies, programmes, procedures, practice, and problems. Planning is the primary management function- the function that preceded and is the foundation for organizing, staffing, directing, leading and controlling functions of library planning. Planning is the foundation of management functions and the first function to be performed. Planning logically precedes the execution of all other managerial functions.

Planning is primary because it is the first function of management and is unique in that it establishes the objectives necessary for all group effort. All other functions of management must be planned if they are to be effective. Planning is a function of all library managers but the character and breadth of it vary with authority, nature of policies and plans as outlined by their superiors. Its pervasiveness originates from the fact that planning is necessary for performing other management functions. We even plan to plan. If a plan is defective or faulty, no one can be able to overcome or correct the effective error in organizing, staffing or controlling. On the other hand, the efficiency of plans measures the amount it contributes to purpose and objectives as offset by the costs and other on sought consequences required to formulate and operate it. The efficiency of a plan implies the normal ratio of input to output in terms of Naira, man-hours or units of production to include such values as individual and group satisfaction.

Four M of planning includes men, materials, machines, and methods. He also identified certain basic characteristics that distinguish organizational goals aimed at achieving through proper planning from mere wishes. He stated that good goals must be specific and clearly stated for easy understanding, possess measurable or verifiable achievement, realistic and consistent, possess specified period of achievement and include intermediate targets or goals that will facilitate the attainment of the major objective. It must be modern and up-to-date, can be ranked according to relative importance and from a network and possess desired results and events because goals must be interconnected and mutually supportive. He also listed the characteristic of a good plan to include realistic and capable of implementation, have clearly defined objectives in terms of scope, accuracy, clarity, and definitiveness, where possible targets must be set either in qualitative and quantitative form, must be comprehensive, flexible and have economic effectiveness.

Organizational planning has two purposes namely protective and affirmative. The protective planning is to minimize risk by reducing the uncertainties surrounding business conditions and clarifying the consequences of related management action.

Planning involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively in their environment. Strategic planning has a long time frame, often three years or more. Strategic planning generally includes the entire organization and includes the formulation of objectives. Strategic planning is often based on the organization's mission, which is its fundamental reason for existence. An organization's top management most often conducts strategic planning. Tactical planning is intermediate-range (one to three years) planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning. Operational planning generally assumes the existence of organization-wide or subunit goals and objectives and specifies ways to achieve them. Operational planning is short-range (less than a year) planning that is designed to develop specific action steps that support the strategic and tactical plans.

Primary of planning: It is argued that since managerial operations are organizing, staffing, treating and controlling are designed to support the accomplishment of enterprise objectives, then planning should logically precede the execution of all other managerial functions. Although all the managerial functions are interlinked in practice as a system of action, planning is unique, in that it establishes the objective necessary for all group effort. Besides, it is argued that plans must be made to accomplish these objectives before the manager knows what kind of organization relationships and personal qualifications are needed, along which course subordinates are to be directed and led, what control is to be applied. Most importantly, all the other managerial functions must be planned if they are to be effective.

The pervasiveness of planning: This implies that planning is a function of all managers, although the character and breadth of planning will vary with the nature of policies and plans authorized by their superiors. However, one manager because of his authority or position in the organization may do more planning or more important planning or another, or the planning of one may be more basic and applicable to a large portion of enterprises than that of another.

Efficiency of plans concept stresses that a plan is efficient when it contributes to purpose and objectives as offset by the cost and other unsought consequences required formulating and operating such plans. As such a plan too high attracts unnecessarily high costs. Also, even though the concepts of efficiency imply the normal ratio of input to output

in terms of money, labour hours or units of production to include such values as individual and group satisfaction. In all, it can be concluded that if managers do not plan to some degree, they would have no idea of whether or not the organization is accomplishing its purpose. Dixon (1979) provides four reasons why planning is important for good management. They are as follows:

1) Planning aids the process of control, because managers have a benchmark against which they can measure the actual results achieved.

2) Planning helps to make the operations of organization more economical.

3) Planning focuses attention on the organization's real objectives.

4) Planning helps to offset the effects of uncertainty and change. He however, warns that this does not imply that planning remove, or even transcend the presence of risk, but it does make managers more aware of the risk involved. However, Plans emerge or are formulated during the planning process. These plans also differ. In fact, it has been argued that failure of some managers to recognize that variety of plans has often caused difficulty in making planning effective. Koontz (2011) typologies plans as purpose or missions, objectives, strategies, policies, rules, procedures, programmes and budgets. They are however, very cautious in categorizing plans based on some rigid time frames. According to them, the time frame allocated to a particular plan depends largely on what they term "the commitment principle" this principle states that logical planning encompasses a period of time in the future necessary to foresee, as much as possible the fulfilment of commitment involved in decisions made today. The basic assumption upon which this principle rests are that, since in general planning and the forecasting that underlies it is costly, an organization should probably not plan for a longer period than is economically justifiable.

Leading and Leadership in the academic library

Scholl (2000) refers to leadership style as the pattern of behaviour used by a leader in attempting to influence group members and make a decision regarding the mission strategy and operation of group activities. Clark (2000) perceived leadership style as the manner and approach of providing direction, implementing plans and motivating people. Ukeje (2013) opined that staff performance has to do with the employee's strength and weaknesses in his effort to accomplish a task. Librarian managers should ensure effective leadership style that will lead to maximum staff performance. Ram (2001), Mgbodile (2004), Melling and Little (2004) described autocratic, democratic and laissez-faire leadership styles extensively.

According to them, an autocratic leader is a leader who is high-handed in his administration. He is a center of all the activities that go on in the establishment where he is a leader. A prime determinant of action, all authority emanated from him and ends with him.

Leadership traits basically need intelligence, self-confidence, determination, and sociability as the tools to successful leadership in an organization. Leadership in academic libraries is essentially by example. For instance, punctuality among the senior colleagues sets the pace for the other staff. The professionals, who are vast in the operations of library routines lead, guide and motivate the junior ones to accomplish the set goals of the library. From the materials selection and acquisition by the acquisition or collection development unit of the library, to the circulation unit where the books are made available to the users; each of the heads of units in the library leads and motivates his or her colleagues as they perform their expected departmental or unit functions in the chain of processing library materials.

Integrity is the quality of honesty and trustworthiness, and individuals who adhere to a strong set of principles and take responsibility for their actions are exhibiting integrity (Northouse, 2001). It is a key component in effective leadership. Adair (2002) stated that leadership has stressed the importance of integrity, which viscount slim defined as “the quality which makes people trust you”. Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. (Northouse, 2001). Kouzes and Posner (2002), said that when people talked to them about the qualities they admire in leaders, they often use “integrity” and “character” as synonyms with honesty. Honesty, strong moral principles, and trustworthiness are all about integrity and could, therefore, be said to be the desirable qualities that professional managers should possess if organization are to be led effectively. Cunningham (2002) stated that of all the qualities a leader must possess, integrity may be the most important one of them. He added that integrity involves: Respect for self; Respect for others; and Responsibility for all your actions. He went further to say that there is a common theme among experts who have studied or written about modern leadership, and the theme is that all leaders must act with integrity at all times.

Kane (2010) considered integrity and courage as attributes of leadership and stated that leaders’ effectiveness is impaired when they are not sound within themselves because that soundness provides the foundation for integrity. She stated that effective and enlightened leaders live in integrity even when it is challenging. According to her, leaders who operate in integrity create willingness in people to trust and follow them. The courage she said is of

utmost importance in maintaining integrity. She quoted some supportive statements on integrity from CEOs who have successfully applied in their leadership role as follows and these are proof of integrity in action.

Effective leadership must have results to show. Ulrich, Zenger, and Smallwood (2016), argued that it was not enough to gauge leaders by personal traits such as character, style, and values. They said that it was a mistake to focus on leadership attributes that managers bring to the office, such as analytical thinking, working with ambiguity, and personal integrity. They are of the opinion that effective leaders know how to connect these leadership attributes with leadership results. They advocate for results-based leadership approach which is leading to attribute and results. They demand results in addition to the attributes because no leader can claim effectiveness without results to show. They suggest that leaders must strive for excellence in both attributes and achieving results.

CONCEPT OF LEADERSHIP

Maxwell [2003], opines that 'leadership begins when we possess the right attitude about our circumstances and ourselves'. All change takes place when our attitudes have changed. Managers who want to develop their leadership abilities must begin with changing their attitudes because their attitudes will determine their actions and their actions will determine their accomplishments. Leadership development is a process and for leaders to be effective they must undergo the process of development. Good leaders can be made through training and development; managers are therefore urged to be part of the process of the development. They should learn to be leaders, live and work like leaders. They should also develop their subordinates as potential leaders as well.

The organizational structure is comprised of different departments in which the employees work as the basic units with different capacities. In this regard, the basic responsibility of the leadership is to raise the moral values, working capacity and ultimately the output graph of the organization (Avolio & Bass, 2004). The employees, in the presence of a leader, may, not feel isolated from the central authority which keeps them intact and resultantly they work with integrity and utmost commitment. At the macroscopic level, leadership is both a research area and a practical skill (King, Johnson & Vugt, 2009). On the part of the researchers, the ongoing research highlights different leadership styles in the different circumstances in diverse spheres of life. On the part of the individual level, it encompasses

the abilities, leading capacity, skills, and experience of a person or group of persons (Tahir, Abdullah, Ali & Daud, 2014). While exercising the authority, the leadership seeks the participation of the employees with all their dedication and sense of ownership through the power of mobilization, motivation and communication in the organization (Chandra & Priyono, 2016).

LEADERSHIP STYLES

The terminology style is roughly equivalent to the leader's behaviour. It is the way in which the leader influences the followers (Luthans, 1977). There are many ways to lead and every leader has own style. Some of the more common styles include autocratic, bureaucratic leadership and laissez-faire. In the past several decades, management experts have undergone a revolution in how they define leadership and what their attitudes are toward it. They have gone from a very classical autocratic approach to a very creative, participative approach. Somewhere along the line, it was determined that not everything old was bad and not everything new was good. Rather, different styles were needed for different situations and each leader needed to know when to exhibit a particular approach.

Autocratic Style of Leadership

This is often considered the classical approach. It is one in which the manager retains as much power and decision-making authority as possible. The manager does not consult employees, nor are they allowed to give any input. Employees are expected to obey orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments.

Democratic Style of Leadership

The democratic leadership style is also called the participative style as it encourages employees to be a part of the decision making. The democratic manager keeps his or her employees informed about everything that affects their work and shares decision making and problem-solving responsibilities. This style requires the leader to be a coach who has the final say but gathers information from staff members before making a decision.

Laissez-Faire style of Leadership

The laissez-faire leadership style is also known as the "hands-off" style. It is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own.

Leadership and Communication

The effectiveness of leadership is partially determined by the adequacy and clarity of communication. The manager exercises his leadership role through communication with members of the organization. Justin (2011) defined Communication as both transmission and reception of a message. Through communication, the manager explains the nature of an assignment to his subordinate while the subordinate reports work progress to the superior.

Feelings and attitudes are also expressed in the process of communication. Any type of organized activity demands communication. Chester (2012) viewed communication as the means by which people are linked together in an organization to achieve a common goal (Prasad 2004). The purpose of communication in an organization is to effect change to influence action towards the welfare of the organization. Specifically, communication is needed to establish and disseminate goals of an enterprise, to develop plans for their achievement, to organize human resources in the most effective and efficient way; to select, develop, to lead, direct, motivate, and create climate in which people want to contribute and finally to control performance Koontz (2010). For any organization to survive or achieve its goals of profits making or provision of essential services, it must maintain an effective network of communication with its various publics.

Communication is said to be the blood of an organization because it is the means by which the other management functions are carried out. Communication is the essence of management. We communicate every aspect of our staff, assignment or instruction. Communication is a very important tool for transmitting information to others in order to influence the desired action. Effective communication is a process involving an interchange of Tracts, viewpoints, and idea between a person or an organization and another to achieve mutual understanding.

Methodology

Descriptive research design method was used to carry out this study. According to Nworgu (2006) the group of items to which the study relates (i. e the population) may be small enough to warrant the inclusion of all them used because of the smallness of the population size. The population of this study consisted of all the 49library staff (including professionals, Para-professionals, and library assistance) in the two (2) colleges of education in Lagos state. The instrument used for collecting data for this study was questionnaire. The instrument was face-validated before use it was presented to two senior colleagues in the field of library and information science. These experts were requested to examine the clarity of expression used as well as the appropriateness of language. The researchers administered and collected the questionnaire from the respondents, in which 47 was returned (MOCPED 20 and AOCOED 27). Thus there was a 95.9% rate of returns of copies of the questionnaire distributed. The data for the study were presented in tables and analysed using simple percentage.

Data Analysis and Discussions

49 copies of the questionnaire were administered out of which 47 copies (96%) were retrieved and used for the study. The data from the retrieved questionnaire are presented below:

Table 2: Demographic characteristics of the respondents (N=47)

Demographic Variables	Responses	Frequency	%
Gender Distribution	Male	29	62
	Female	18	38
	Total	47	100
Age Distribution	Below 20 years	-	-
	21 – 30 years	02	04
	31- 40 years	20	43
	41 – 50 years	16	34
	51 and above	09	19
	Total	47	100
Marital Status	Single	02	04
	Married	45	96
	Divorced	00	00
	Total	47	100

Educational Background	PhD	07	15
	Masters' degree	10	21
	First Degree	08	17
	NCE/Diploma certificate	09	19
	O' level certificate	13	28
	Total	47	100
Work Experience of the respondents	Less than 5years	07	15
	6-15years	19	40
	16-25years	15	32
	26-35years	06	13
	Total	47	100

Source: Field Survey, 2017

Table 1 indicates that 29 respondents are male (62%) while 18 respondents (38%). This shows that more males participated in the study than female respondents. Their age distribution reveals that 2 (4%) respondents were between 20-30 years; 20 respondents (43%) were between the age 30-40 years; 16 respondents (34%) were between the age 40-50 years and; 9 respondents (19%) were 50 years and above. As such, majority of the respondents who participated in the study are between the ages 30-40 years. Furthermore, 96% of the respondents were married while 4% were not.

Analysis of the educational qualification of the respondents indicates that 7 respondents (15%) had Ph.D.; 10 respondents (21%) had master degree in Library and Information Science; 8 respondents (17%) had first degree/Higher National Diploma in Library and Information Science (professional qualification). 22 respondents (47%) had Ordinary Level/National Certificate of Education/ Ordinary National Diploma (Para professionals). Bulk of the respondents was in the categories of Para-professional cadre. The work experience of the respondents shows that 7 respondents (15%) had worked for less than 5 years; 19 respondents (40%) had worked for 6-15 years; 15 respondents (32%) had worked for 16-25 years and; the remaining 6 respondents (13%) had spent 26-35 years on their jobs.

Research Hypotheses

H₀₁: There is no significant effect of planning on staff performance in the library.

Alternative Hypothesis (H₁): There is significant effect of planning on staff performance in the library.

TABLE 1: Influence of Planning on staff performance in the library

S/N	STATEMENT	SA	%	A	%	SD	%	D	%
1	Planning has positive influence on my job performance	39	83	8	17	-	-	-	-
2	Planning operation and strategy are method used by my library	14	30	33	70	-	-	-	-
3	Program planned are always relevant to job performance	11	23	30	64	6	13	-	-
4	For good job performance, my library has budget for staff	18	38	24	51	5	11	-	-
5	Through effective planning the organization goals and objectives of my library are always achieved	34	72	12	26	1	2	-	-
6	Long term planning for staff development has enhance	11	23	33	70	3	7	-	-
7	There are adequate plans for training staff	6	13	21	45	17	36	3	6
8	Adequate planning have improved staff performance	15	32	24	51	8	17	-	-

Note: SA- Strongly Agree, A- Agree, SD- Strongly Disagree, D- Disagree

The table above revealed that 83% of the respondents strongly agreed that planning has positive influence on job performance, this also agrees with the remaining 17% of the respondents. From the result, 30% of the respondents strongly agreed that planning operation and strategy are method used in the library, the remaining 70% also agreed. The result shows that 23% of the respondents strongly agree that programs planned are always relevant to job performance in library in which 64% also agree but 13% of the respondents strongly disagreed. The result of the research revealed that 38% of the respondents strongly agree that for good job performance, the library has budget for staff training and development, this is accord with 51% of respondents, while the remaining 11% of the respondents strongly disagreed. It was clearly revealed that 72% of the respondents strongly agree that through

effective planning, the organization goals and objectives of the library are always achieved in which also 26% of the respondents agreed while the remaining of the respondents but 2% strongly disagreed. From the result above 23% of the respondents strongly agree that long term planning for staff development has enhanced job performance as a library staff, 70% also agreed while the remaining 7% of the respondents strongly disagree. The study showed that 13% of the respondents strongly agree that there are adequate plans for training and staff development in the library, 45% also agreed in but 36% of the respondent strongly disagree with the remaining 6% of the respondent disagreed. The result revealed that 32% of the respondents strongly agree that adequate planning have improved staff performance in the library, 51% also agreed while the remaining 17% of the respondents strongly disagreed.

H₀₂: There is no significant effect of leading on staff performance in the library

Alternative Hypothesis (H₀₂): There is significant effect of leading on staff performance in the library.

Table 2: Influence of leading on staff performance in the library

S/N	STATEMENT	SA	%	A	%	SD	%	D	%
1	My boss has good quality of leadership	20	43	21	45	6	12	-	-
2	There is positive relationship between leadership and staff performance	10	21	33	70	4	9	-	-
3	Good leadership influence staff performance	43	91	4	9	-	-	-	-
4	Autocratic leadership style has influence on staff	11	23	13	28	17	36	6	13
5	A leader should acquire, organise and evaluate information	40	85	4	9	3	6	-	-
6	Democratic leadership style has influence on staff	21	45	23	49	3	6		
7	Laissez-fair leadership style has influence on staff	13	28	32	68	2	4	-	-
8	Bureaucratic leadership style has influence on staff	20	43	20	43	5	10	2	4

Note: SA- Strongly Agree, A- Agree, SD- Strongly Disagree, D- Disagree

From the table above, it reveals that 43% of the respondents strongly agree that the boss has good quality of leadership which also 45% agreed but the remaining 12% of the respondents strongly disagree. The result reveals that 21% of the respondents strongly agree that there is positive relationship between leadership and staff performance in the library in which 70% of

the respondents also agreed while the remaining 9% of the respondents strongly disagreed. 91% of the respondents strongly agree that good leadership influence staff performance, the remaining 9% of the respondents also agreed. From the study, it is revealed that 23% of the respondents strongly agreed that autocratic leadership style has influence on staff performance in which 28% also agreed but 36% of the respondent strongly disagrees and the remaining 13% of the respondents also disagreed. 85% of the respondents strongly agreed that a leader should acquire, organize and evaluate information which 9% of the respondents agreed while the remaining 6% of the respondents strongly disagreed. From the study, 45% of the respondents strongly agree that Democratic leadership style has influence on staff performance in which 49% also agreed while the remaining 6% of the respondents strongly disagreed. The study reveals that 28% of the respondents strongly agree that Laissez-fair leadership has influence on staff performance in which 68% of the respondents also agreed while the remaining 4% of the respondents strongly disagree. 43% of the respondents strongly agree that Bureaucratic leadership style has influence on staff performance in which 43% of the respondents also agrees but the 10% of the respondents strongly disagreed with 4% that also disagreed.

H₀₃: There is no significant factor that influence staff performance in the library
 Alternative Hypothesis (H₀₃): There is significant factor that influence staff performance.

Table 3: Factors that influence staff performance

S/N	STATEMENT	SA	%	A	%	SD	%	D	%
1	Relationship between leaders and staff influence job	35	75	11	23	1	2	-	-
2	Motivation influence staff performance	39	83	6	13	2	4	-	-
3	Work environment affects the staff performance	24	51	23	49	-	-	-	-
4	Workload influence job performance	9	19	34	72	4	9	-	-
5	Regular training influence staff performance	43	91	4	9	-	-	-	-
6	Holding general meetings	43	91	4	9	-	-	-	-
7	Holding sectional meetings	22	47	21	45	4	8	-	-
8	Use of internal memorandum	25	53	22	47	-	-	-	-
9	Telephone conversation	29	62	15	32	2	4	1	2
10	Use of email	30	64	16	34	1	2	-	-
11	One-on-one/face to face meeting	46	98	1	2	-	-	-	-

12	Teleconferencing	1	2	2	4	39	83	5	11
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Note: SA- Strongly Agree, A- Agree, SD- Strongly Disagree, D- Disagree

The table above reveals that 75% of the respondents strongly agreed that relationship between leaders and staff influence job performance in which 23% of the respondents also agree while 2% of the respondents strongly disagree. The result also shows that 83% of the respondents strongly agree that motivation influence staff performance, 13% also agree but 4% of the respondents strongly disagree. From the result above, 51% of the respondent strongly agrees that work environment affect the staff performance while the remaining 49% of the respondent also agreed. The table also shows that 19% of the respondents strongly agree that workload influence job performance, 72% of the respondents also agree while the remaining 9% strongly disagree. 91% of the respondents strongly agree that regular training influence staff performance while the remaining 9% of the respondents also agree. The study shows 47% of the respondents strongly agree that holding general meetings will give room to suggestion, feedback, 45% also agree but 8% disagree. The study shows 47% of the respondents strongly agree that holding sectional meetings influence staff performance in which 45% of the respondents also agree while the remaining 8% strongly disagree. 53% of the respondents strongly agree that use of internal memorandum improves staff performance while the remaining 47% also agree. The study reveals that 62% of the respondent strongly agreed that telephone conversation allows staff to exchange ideas, 32% also agree while 4% strongly disagree and 2% disagree. 64% of the respondents strongly agree that use of email allows staff to develop in information technology in which 34% of the respondents agree while the remaining 2% disagree. From the study it is reveals that 98% of respondent strongly agree to one-on-one/face to face meeting and 2% also agree. 2% of the respondents strongly agree to teleconferencing information, 4% also agree but 83 strongly disagree, 11% disagreed.

Discussion on Findings

The result derived from the study have been revealing even though some are predictable, it was also evident in the study that planning have significant effect on staff performance in the library. However, these exist in a good overview of the literature of planning that is particularly relevant to the study. According to Stoner (1982) planning is a process that does not end. When plan is agreed upon rather it must be implemented and follow up the control processes to achieve the desire result.

The study revealed that leading has a significant effect on staff performance, this is also in agreement with Ukeje, Akabogu and Ndu (1992) opined that staff performance has to do with the employee's strength and weakness in his effort to accomplish task, library managers should ensure effective leadership style that will lead to maximum staff performance. Leaders with integrity inspire confidence in others because they can be trusted.

This study further revealed that there are factors that influence the staff performance, this is in support with Ryan and Deci (2000) and, Thomas (2002) who reported that motivated employees are more oriented toward autonomy and freedom and more self-driven as compared to less motivated employees which lead to availing developmental opportunities. They also stated that there should be proper planning in the library to bring out adequate performance of the staff, the librarians should lead using the best method of leadership style to control the staff and coordinating the library activities. However, motivation is an essential ingredient that makes a staff to work in a desire manner and creation of carrier opportunities will bring about good performance from the staff.

Conclusion

From the above analysis and discussions, it can be concluded that planning has positive influence on job performance of library staff, as adequate planning enables the library managers to achieve their goals and objectives and improvement in staff performance. The influence of leading on staff performance from this study analysis is positive, it is deduced that only autocratic leadership style has negative influence on staff performance. Other factors that have positive influence on staff performance are motivation, environment, workload and regular staff training. Based on the above findings, it can be deduced that adequate planning and good leadership style can influence the organization in achieving its set goals and elicit maximum cooperation from staff of libraries in colleges of education.

Recommendations

Based on the above findings, the following recommendations are proffered:

- Library managers in colleges of education should make long term planning and develop strategies for staff development as this will enable the library staffs have a sense of belonging thereby contributing positively to the development of the libraries.

- Library managers should ensure a positive leadership and warm relationship among the library staff.
- The library leaders should acquire necessary leadership skills and information that is needed to have good leadership qualities.
- The librarians and managements of colleges of education should provide tools that will influence the performance of staff such as conducive environment, motivation for the staff, regular training opportunities and, institution of cordial relationship among the boss and the staff.

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Appendix

QUESTIONNAIRE

Dear Respondent,

The researcher is a master student of Federal University of Abeokuta (FUNAAB), who is carrying out a research work on *Perceived Influence on Planning and Leading on Staff Performance in Colleges of Education Libraries in Lagos State*.

It would be appreciated if you could kindly assist in responding to the under listed questions which would form part of the research work. All information supplied shall be treated with utmost confidentiality.

Thank you.

Section A: Demographic Information of Respondent

1. Age
 - a. Below 20 ()
 - b. 20 - 30 ()
 - c. 30 – 40 ()
 - d. 40 – 50 ()
 - e. 50 and above ()

2. Sex
 - a. Male ()
 - b. Female ()

4. Marital status ()

3. Work Experience (in years)
 - a. 0 -5 ()
 - b. 6 -15 ()
 - c. 16 -25 ()
 - d. 26 -35 ()

4. Qualification
 - O’L/NCE/OND ()
 - First Degree/HND ()
 - Masters Degree ()
 - Ph.D ()
 - Others ()

Section B: Research Question

Note: SA=Strongly Agreed, A= Agreed, SD= Strongly Disagreed, D= Disagreed

Please tick as appropriate

4. What is the influence of planning on staff performance in the library?

S/N		SA	A	SD	D
1	Planning has positive influence on my job performance				
2	Planning operation and strategy are method used by my library				
3	Program planned are always relevant to job performance				
4	For good job performance, my library has budget for staff				
5	Through effective planning the organization goals and objectives of my library are always achieved				
6	Long term planning for staff development has enhance				
7	There are adequate plans for training staff				
8	Adequate planning have improved staff performance				

5. What is the influence leadership on staff performance in the library?

S/N		SA	A	SD	D
1	My boss has good quality of leadership				
2	There is positive relationship between leadership and staff performance				
3	Good leadership influence staff performance				
4	Autocratic leadership style has influence on staff				
5	A leader should acquire, organize and evaluate information				
6	Democratic leadership style has influence on staff				
7	Laissez-fair leadership style has influence on staff				
8	Bureaucratic leadership style has influence on staff				

6. What are the factors that influence staff performance in the library?

S/N		S/A	A	SD	D
1	Relationship between leaders and staff influence job				
2	Motivation influence staff performance				
3	Work environment affects the staff performance				
4	Workload influence job performance				
5	Regular training influence staff performance				
6	Holding general meetings				
7	Holding sectional meetings				
8	Use of internal memorandum				
9	Telephone conversation				
10	Use of email				
11	One-on-one/face to face meeting				
12	Teleconferencing				