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INFLUENCE OF ORGANISATIONAL CULTURE AND LEADERSHIP STYLE ON JOB PERFORMANCE OF LIBRARIANS IN BENUE AND PLATEAU STATE

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Abstract
This study investigated the influence of organizational culture and leadership style on librarians' job performance in public university libraries in Benue and Plateau States, Nigeria. A descriptive survey research design was adopted, with a total population of 217 librarians drawn from five universities in the two states. University of Jos (43), Plateau State University, Bokkos (36), Federal University of Agriculture, Makurdi (33), Benue State University, Makurdi (101), and the Federal University of Health Sciences, Otukpo (4). A total enumeration sampling technique was employed, enabling the inclusion of all librarians since the population was relatively small and manageable. Organisational Culture, Self-Determination, and Job Performance Questionnaire (OCSJPQ) was the primary instrument for data collection, structured on a four-point Likert scale. Data were analyzed using descriptive statistics such as means and standard deviations, while chi-square tests were employed to test the hypotheses at a 0.05 level of significance. Findings revealed that librarians generally agreed that various aspects of organizational culture, including teamwork, trust, and open communication, significantly enhance job performance (Cluster Mean = 3.10, SD = 0.84). Leadership practices, particularly participatory leadership where leaders seek subordinate opinions and encourage collaboration, were also found to positively influence job performance (Cluster Mean = 3.01, SD = 0.89). Chi-square results confirmed that both organizational culture ($\chi^2 = 514.00$, $p < 0.0001$) and leadership style ($\chi^2 = 329.33$, $p < 0.0001$) had significant effects on librarians' performance. The study concludes that organizational culture and leadership style are critical determinants of job performance in university libraries. While organizational culture provides the framework of shared values and practices, leadership operationalizes these values through inclusive, motivational, and proactive behaviors.
Keywords: Organizational culture, Leadership style, Job performance, Librarians

Introduction

Librarians' job performance pertains to their capacity to proficiently and productively execute their responsibilities and assignments within a library workplace. The assessment includes variables such as the volume and calibre of work delivered, adhering to time constraints, staying up-to-date with knowledge and abilities, and abstaining from detrimental behaviours. Remuneration is a key motivator in this regard, and it has a significant impact on librarians' job performance (Moyosore, Olumide, Oluwaseyi, & Motunrayo, 2022; Rafique, Jutt, & Idrees, 2022). Implementing talent management methods such as succession planning and nurturing the abilities of librarians also yields a beneficial influence on job performance (Omotunde &

Alegbeleye, 2021). In addition, a favourable work atmosphere, a fair compensation system, and the empowerment of employees can improve the performance of librarians in their jobs (Unegbu, Babalola, & Basahuwa, 2020). The prevalence of organisational politics can impact work performance, as witnessed among librarians in specific institutions. The job performance of librarians play a vital role in the attainment of libraries' and institutions' visions and mission statements.

Libraries and other organisations function within dynamic and ever-changing circumstances, which in turn leads to frequent changes in job responsibilities and circumstances at work. Given the circumstances, management must adjust to their expectations of modern employees, as they are the most valuable resources for any organisation and crucial to its sustained organisational development (Wolf, 2012; Law, Hills, & Hau, 2015). Creative workers contributes to the long-term viability of an organisation (Gross-Goacka, Kusterka-Jefmańska, & Jefmański 2020). To promote sustained expansion of an organisation, managers should prioritise the cultivation of employees' innovative thinking and adaptability. Employees should not be perceived as simply instruments but rather as valuable prospects for enhancing job performance through learning. This technique guarantees a harmonious allocation of resources and flexibility, facilitating long-term and environmentally friendly expansion. Given the current global landscape, employees must possess the qualities of flexibility, adaptability, and tolerance for ambiguity (Law, Hills, & Hau, 2015).

Other significant factors that are relevant for employees' job performance include the workplace atmosphere that is built through the organisational culture and the employees' self-determination. Organisational culture and librarians' self-determination enhance their resilience and desire to give an optimal performance. Organisational culture combines with other facilities, material and human resources to make the library conducive for the librarian to perform very well. While self-determination is the librarian's intrinsic resolve to take charge of the duties assigned to him or her and perform satisfactorily since organizational culture deals with belief, conventions and goals.

Organisational culture encompasses the collective beliefs, conventions, goals, and expectations that are present inside a company and influence the conduct and effectiveness of its employees. Staff dedication and performance are significantly enhanced by this element, which also has a profound impact on behaviour, output, "and the long-term" sustainability of the organisation (Fernandes, Pereira, & Wiedenhöft, 2023). Organisations use it as a means to attain competitive advantage and long-term viability "in financial, social, or environmental" domains (Luz & Musial, 2023). The success or failure of an organisation is influenced by a unique factor that has been established over the years by leaders and managers that share a precise vision for the organisation and its global image (Giol-Calefariu, 2023). Organisational culture functions as the foundation for structuring an organisation and addressing both intrinsic and extrinsic challenges, offering a cohesive framework of principles and collective directives for both people and units within the organisation (Syafriani & Ramadhani, 2023). Organisational culture is a framework of collective significance that distinguishes an organisation from others. It is established by the founders and adopted "by members, to enhance" organisational growth and effectiveness

(Nurhalim, 2022).

In the library, especially the academic libraries, organisational culture encompasses the actions, customs, and exchange of information inside the library (Negrul & Putneva, 2022), with the aim of fostering constructive values, mindsets, and conduct among staff and leadership to accomplish the library's objectives (McElfresh, Albro, & Sheffield, 2022). It is shaped by several factors, including strong leadership, efficient communication, productive teamwork, and an understanding of the library's value by the parent institution (Farrell, 2018). Libraries are adapting to technical and socio-cultural modifications, necessitating the establishment of a creative culture (Kim, Kim, Lee, Yeon, & Lee, 2022). Establishing a research-oriented culture among library staff is crucial, as it improves their expertise and efficiency in disseminating research (Muhammad Y. S, Shahzad H, & Mehnaz A, 2021). Organisational culture of an academic library combines with self determination to improve its operations and capacity and to fulfil the requirements of its users. There are various forms of organisational culture based on aspects such as the sector, management approach, and organizational ideals. Nevertheless, there are several prevalent categories of organizational cultures, some of the notable types include:

Staff self-determination pertains to the extent to which individuals perceive themselves as having independence, proficiency, and a sense of belonging in their job context. The concept originates from “Self-Determination Theory (SDT)," which highlights the significance of humans' cognitive requirements "for autonomy, competence, and relatedness" in fostering inspiration, satisfaction, and performance. Self-determination theory (SDT) posits that individuals who are granted autonomy, possess a sense of competence, and maintain positive interpersonal connections are more inclined to exhibit motivation, satisfaction, and engagement in their jobs (Mao, Ning, Quan, & Guo, 2022; Shulga, 2021). Studies have demonstrated that individuals who possess a high level of self-determination tend to experience favourable performances, including inventive behaviour, fulfilment at work and higher collaboration achievements (Ross & Barnes, 2018; Olafsen & Deci, 2020). In general, self-determination theory offers a beneficial structure for comprehending and enhancing staff motivation, happiness, and performance in their jobs.

The librarian's job performance can be improved through the promotion of autonomy, which is a fundamental aspect of self-determination theory (Peng, Hwang, & Wong, 2010). Autonomy pertains to the capacity of human beings to exercise self-determination and assume command over their own lives and choices. Within the field of librarianship, autonomy grants library workers the authority to independently determine the materials, collections, and services they provide, and ensure a more tailored and efficient library encounter for patrons (Peng, Hwang, & Wong, 2010). Moreover, autonomy can enhance the professional performance of librarians by cultivating a sense of responsibility and active involvement in their tasks, and are more likely to be engaged and committed to their job if they possess the ability to influence the trajectory and activities within their libraries (Barbakoff, 2010). Furthermore, autonomy can result in enhanced partnerships with academics, as stated in the reference. Granting librarians' autonomy enables them to collaborate more effectively with academics to develop tailored services and resources that cater to the specific requirements of learners and the academic community (Wiggil, 2022; Gireesh, 2020). Hence, autonomy can bolster the librarian's job performance by fostering a feeling of control,

enhancing cooperation, and enabling a more personalised library experience.

The level of competence, particularly in terms of technological abilities, has a notable effect on job performance, particularly for librarians (Rahmadanita, 2022). This is seen in automation systems, which facilitate the completion of work by librarians, resulting in higher productivity (Hasanah, Indah, & Achmad, 2022). The librarian's commendable competency is particularly noteworthy in the present transition towards academic status. The librarian's ability to engage in research, develop their skills, and adapt to new knowledge can greatly enhance their job performance (Berg & Banks, 2016). During the period following the COVID-19 pandemic, librarians deployed their competencies and abilities to efficiently oversee libraries and offer appropriate user services (Anjali & Istiqomah, 2023).

Most academic libraries in Nigerian universities have no defined organisational cultures; hence, the influence of their culture on librarians' self-determination and job performance has not been appreciated. Moreover, the dearth of current literature on organisational culture and its influence on staff self-determination and job performance in the Nigerian academic library context, especially in the present research area, corroborates the assertion.

Research Questions

This study answered the following research questions:

1. What is the influence of organisational culture on job performance among librarians in university libraries in Benue and Plateau States?
2. What is the influence of leadership style on job performance among Librarians of Public University Libraries in Benue and Plateau States?

Hypotheses

Ho_1: Organisational culture has no significant influence on librarians' job performance in University Libraries in Benue and Plateau States.

$H0_2$: Leadership style has no significant influence on the job performance of librarians in University Libraries of Benue and Plateau States.

Research Methodology

This study adopted a descriptive survey research design to investigate the influence of organizational culture and self-determination on job performance among academic librarians in public university libraries in Benue and Plateau States, Nigeria. The population of the study comprised 217 academic librarians drawn from five universities: University of Jos (43), Plateau State University, Bokkos (36), Federal University of Agriculture, Makurdi (33), Benue State University, Makurdi (101), and the Federal University of Health Sciences, Otukpo (4). A total enumeration sampling technique was employed, enabling the inclusion of all librarians since the population was relatively small and manageable. The instrument used for data collection was the Organisational Culture, Self-Determination and Job Performance Questionnaire (OCSJPQ), structured into demographic information and six clusters covering job performance, organizational culture, and leadership, measured on a four-point scale.

The instrument was validated by experts in Library Science and Measurement and Evaluation, and trial-tested for reliability, yielding Cronbach's Alpha coefficients ranging from 0.79 to 0.83, confirming strong internal consistency. Data were collected using face-to-face administration by the researcher and trained assistants, facilitated by an introductory letter from the Head of Department. Descriptive statistics such as frequency counts, percentages, means, and standard deviations were used to answer the research questions, while chi-square tests were employed to test the hypotheses at the 0.05 level of significance. A criterion mean of 2.50 was set for decision-making, ensuring systematic and reliable analysis of responses.

Results and Interpretation

The results of the study and the interpretations are done using tables and guided by the research questions.

RQ1: What is the influence of organisational culture on job performance among librarians in university libraries in Benue and Plateau States?

Table 1: Descriptive Statistics for Organisational Culture and job performance among librarians in university libraries in Benue and Plateau

S/No.	Organisational Culture and job performance	SA (4)	A (3)	D (2)	SD (1)	Total	Mean	SD	Decision
1	The organization's family -like culture enhances teamwork, trust, and job performance	83	88	41	5	217	3.15	0.80	Agreed
2	The organization's leadership culture on mentoring, facilitation, and guidance supports employee development	80	82	48	7	217	3.08	0.85	Agreed
3	Culture of teamwork, employee participation and deliberation enhance job performance	92	78	40	7	217	3.18	0.84	Agreed
4	Level of commitment, loyalty and mutual trust in the organization motivates job performance	80	91	34	12	217	3.10	0.86	Agreed
5	The organisation's human resource development, high trust, openness, and continuous participation encourage employee job performance	83	78	53	3	217	3.11	0.82	Agreed
6	The support for employee commitment, and coworker relationship increases employee job performance.	75	86	41	15	217	3.02	0.90	Agreed
7	Effective upward and downward communication improves employment job performance	69	104	33	11	217	3.06	0.82	Agreed
	Cluster Mean						**3.10**		**Agreed**
	Cluster SD							**0.84**	

The results in Table 1 indicate that organizational culture plays a significant role in shaping

employee job performance. With a cluster mean of 3.10 and a standard deviation of 0.84, the responses generally show agreement, though with moderate variation in strength. For example, respondents acknowledged that "the organization's family-like culture enhances teamwork, trust, and job performance" (M = 3.15, SD = 0.80), and that "the organization's leadership culture on mentoring, facilitation, and guidance supports employee development" (M = 3.08, SD = 0.85). These results suggest that both family-like values and supportive leadership practices are recognized as important factors in creating an enabling environment for effective job performance.

The highest mean score was recorded for the item "culture of teamwork, employee participation and deliberation enhances job performance" (M = 3.18, SD = 0.84), indicating that respondents strongly associate collaborative practices with better outcomes in the workplace. Similarly, the statement "level of commitment, loyalty and mutual trust in the organization motivates job performance" (M = 3.10, SD = 0.86) reinforces the importance of dedication and trust-building among employees. Respondents also agreed that "the organisation's human resource development, high trust, openness, and continuous participation encourage employee job performance" (M = 3.11, SD = 0.82). Taken together, these findings highlight that participation, trust, and open communication are central cultural values that strengthen performance.

Furthermore, certain items attracted slightly lower means, showing areas of mixed perception. For example, "the support for employee commitment, and coworker relationship increases employee job performance" received the lowest rating (M = 3.02, SD = 0.90), with a relatively high standard deviation, suggesting varying levels of agreement among respondents. Likewise, "effective upward and downward communication improves employee job performance" (M = 3.06, SD = 0.82) was supported, but not as strongly as teamwork and trust-related items. The responses demonstrate that organizational culture characterized by teamwork, leadership support, mutual trust, and open communication is positively associated with employee job performance among librarians in public universities in Benue and Plateau States.

RQ3: What is the influence of strong leadership on job performance among librarians in Public University Libraries in Benue and Plateau States? (Cluster 3: Items 16-21)

Table 2: Descriptive Statistics for Strong Leadership and job performance among librarians in Public University Libraries in Benue and Plateau

S/No.	Leadership and job performance	SA (4)	A (3)	D (2)	SD (1)	Total	Mean	SD	Decision
8	My leader seeks subordinate opinion in problem solving	85	80	41	11	217	3.10	0.88	Agreed
9	17. My leader raises confidence among subordinates	72	84	47	14	217	2.99	0.90	Agreed
10	18. My leader stimulates his subordinate for quality performance	65	85	61	9	217	2.94	0.86	Agreed
11	19. Always gives feedback of task performance outcome	71	75	58	13	217	2.94	0.91	Agreed
12	20. Takes actions before problems become worse	78	84	42	13	217	3.05	0.89	Agreed
13	21. Delegates authorities in an appropriate manner	76	84	43	13	217	3.02	0.90	Agreed
	Cluster Mean						3.01		Agreed
	Cluster SD							0.89	

In Table 2, the results reveal that respondents generally agreed that their leaders demonstrate positive leadership practices, though the level of agreement is moderate compared to other clusters. For instance, many respondents affirmed that "my leader seeks subordinate opinion in problem solving" (Mean = 3.10, SD = 0.88), which shows that participatory decision-making is valued within the organization. Similarly, respondents agreed that "takes actions before problems become worse" (Mean = 3.05, SD = 0.89), suggesting that leaders are proactive and strive to address issues before they escalate.

Other items, however, recorded relatively lower mean scores, reflecting less consensus on those aspects of leadership behavior. For example, the item "my leader raises confidence among subordinates" had a mean of 2.99 (SD = 0.90), while "my leader stimulates his subordinate for quality performance" (Mean = 2.94, SD = 0.86) and "always gives feedback of task performance outcome" (Mean = 2.94, SD = 0.91) indicate that confidence-building, performance stimulation, and feedback mechanisms are not as strongly practiced.

The computed cluster mean of 3.01 and cluster SD of 0.89 indicate an overall agreement that leadership practices are supportive of job performance, but the moderate mean implies that these practices are not consistently strong across all aspects. The relatively high standard deviation shows some variation in responses, meaning while some employees strongly agreed, others were more neutral or disagreed. The results highlight that strong leadership is perceived positively towards enhancing job performance among librarians in public universities in Benue and Plateau States.

Hypothesis One: Organisational culture has no significant influence on job performance of librarians in University Libraries in Benue and Plateau States.

Table 3: Chi-square Statistics for influence on job performance of librarians in University Libraries in Benue and Plateau States.

Category	Observed Frequency (O)	Expected Frequency (E)	Degrees of Freedom (df)	Level of Significance (α)	Chi-square Value (χ^2)	p-value	Decision
SA	562	379.75	3	0.05	514.00	< 0.0001	Reject H0
A	607	379.75					
D	290	379.75					
SD	60	379.75					
Total	**1519**	**1519**					

The chi-square goodness-of-fit test in Table 3, with a chi-square value of 514.00, degrees of freedom (df) = 3, and a p-value < 0.0001, strongly rejects the null hypothesis that organizational culture has no significant influence on the job performance of librarians in university libraries in Benue and Plateau States. The observed frequencies—562 Strongly Agree (SA), 607 Agree (A), 290 Disagree (D), and 60 Strongly Disagree (SD)—deviate significantly from the expected frequency of 379.75 per category under a uniform distribution, indicating a clear preference for positive responses (SA and A constitute ~77% of 1519 total responses). This is consistent with the cluster mean of 3.10 (on a 4-point scale) and standard deviation of 0.84, reflecting strong agreement and moderate response consistency across seven survey items assessing cultural factors like teamwork, trust, leadership, and communication. The decision to reject the null hypothesis, supported by the significant p-value, confirms that organizational culture positively influences librarians' job performance, with employees perceiving these cultural attributes as key drivers of their effectiveness.

Hypothesis Two: Strong leadership has no significant influence on job performance of librarians in University Libraries of Benue and Plateau States.

Table 4: Chi-square Statistics for influence on job performance of librarians in University Libraries of Benue and Plateau States.

Category	Observed Frequency (O)	Expected Frequency (E)	Degrees of Freedom (df)	Level of Significance (α)	Chi-square Value (χ^2)	p-value	Decision
SA	447	326	3	0.05	329.33	< 0.0001	Reject H0
A	492	326					
D	292	326					
SD	73	326					
Total	**1304**	**1304**					

The chi-square goodness-of-fit test is shown in Table 4, it indicates a chi-square value of 329.33, degrees of freedom (df) = 3, and a p-value < 0.0001, strongly rejects the null hypothesis that strong leadership has no significant influence on the job performance of librarians in university

libraries in Benue and Plateau States. The observed frequencies 447 SA, 492 A, 292 D, and 73 SD (totaling 1304) deviate significantly from the expected frequency of 326 per category, with ~72% of responses favoring SA and A, indicating strong agreement that leadership behaviors like seeking opinions, raising confidence, and proactive problem-solving enhance performance. The cluster mean of 3.01 and standard deviation of 0.89, with item means ranging from 2.94 to 3.10, reflect consistent positive perceptions and moderate response variability, supporting the "Agreed" decision across all items. This confirms that leadership practices significantly contribute to librarians' job performance, though areas like performance stimulation and feedback may benefit from further improvement.

Discussion of Findings

The significant positive influence of organizational culture on job performance echoes the findings of Fabunmi, Ikonne, and Madukoma (2023), who demonstrated that staff training—an integral element of organizational culture substantially improved librarian performance in southern Nigeria. The present study builds on this by highlighting the role of a family-like culture, characterized by teamwork, trust, and mutual support, as a pivotal driver of performance in Benue and Plateau States. This finding is further supported by Ariyo and Okwilagwe (2020), who noted that a favorable organizational culture, centered on performance and human interactions, fostered high job satisfaction among librarians in Southwest Nigeria. Similarly, Ugwu and Ejikeme (2022) established that organizational culture positively impacts work performance through its mediation of knowledge management practices in Nigerian university libraries. The present study's emphasis on a nurturing cultural environment extends these insights, suggesting that the familial aspect of organizational culture is particularly resonant in the northern context of Benue and Plateau States. This regional focus fills a critical gap left by the southern-centric studies, indicating that while the benefits of a supportive culture are universal, their manifestation may differ based on local cultural and institutional priorities.

This study showed that leadership practices significantly contribute to librarians' job performance, though areas like performance stimulation and feedback may benefit from further improvement. The influence of leadership style aligns losely with the observations of Amusa, Iyaro, and Olabisi (2013), who identified open communication and motivation attributes often linked to effective leadership as key determinants of performance among librarians in South-West Nigeria. The present study elaborates on this by emphasizing participatory leadership practices, such as leaders seeking subordinate opinions, which foster a collaborative environment that enhances performance in Benue and Plateau States. This perspective contrasts with Ogar and Nkanu (2022), who concentrated on staff development as the primary influence on performance in South-South Nigeria, suggesting that leadership's role is a distinct and underexplored factor in the present study's region.

You have 3 objectives and 2 hypotheses but only 2 findings but your findings show only 2 findings. Job performance should also be represented in the findings please.

Conclusion

The study concluded that that organizational culture and leadership styles, foster teamwork and trust, significantly enhances the job performance of librarians in Benue and Plateau States. These findings affirm that both organizational culture and leadership style are deeply intertwined factors that shape job performance in university libraries. Whereas organizational culture provides the overarching values and behavioral norms that guide staff interactions, leadership serves as the mechanism through which these cultural ideals are enacted and reinforced.

Recommendations

Based on the study's conclusions, the following recommendations are proposed:

1. Enhanced Organizational Culture: University management should promote a family-like culture by encouraging teamwork, trust, and recognition programs to strengthen the supportive environment for librarians.
2. Strengthening Leadership Practices: Leaders should adopt participatory approaches, actively seeking subordinate input in decision-making to foster empowerment and improve performance.
3. Fostering Team Spirit: Library administrations should organize team-building activities and create platforms for problem-sharing to cultivate a productive team spirit that supports performance.

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