



INTERPERSONAL RELATIONSHIP AND JOB PERFORMANCE AMONG LIBRARY PERSONNEL IN UNIVERSITY LIBRARIES IN EKITI STATE, NIGERIA

Ismail Afeogboha Momoh

Federal University Oye-Ekiti; Faculty of Education; Department of Library and Information Science; Oye Ekiti, Ekiti State, Nigeria; ismail.momoh@fuoye.edu.ng; +2348068146790

Fathia Damilola Lawal

Federal University Oye-Ekiti; Faculty of Education; Department of Library and Information Science; Oye Ekiti, Ekiti State, Nigeria; omodamilola2003@gmail.com; +2349029285750

ABSTRACT

This study investigated the relationship between interpersonal relationships and job performance among library personnel in university libraries in Ekiti State, Nigeria. The research design was driven by three distinct research questions and one central null hypothesis. Utilizing a descriptive survey research design, a total population of 133 library personnel across three selected universities was targeted using a total enumeration sampling technique. Data collection was executed using a structured questionnaire, from which 118 valid copies were successfully retrieved and analyzed, representing an 88.7% response rate. Descriptive statistics (Mean and Standard Deviation) were used to analyze the research questions, while the Pearson Product-Moment Correlation Coefficient (r) was employed to test the null hypothesis at a 0.05 level of significance. The descriptive findings revealed that the level of job performance is heavily mediated by foundational administrative conditions, with comprehensive well-being benefits scoring highest (Mean = 3.72) and institutional job security scoring lowest (Mean = 2.86). Effective communication emerged as the strongest cornerstone for interpersonal relationships (Mean = 3.59), while building cross-departmental trust networks presented a notable structural deficiency (Mean = 2.86). The primary challenge hindering staff output was a lack of recognition and appreciation (Mean = 3.42). Hypotheses testing definitively rejected the null hypothesis, revealing a strong, positive, and statistically highly significant relationship between interpersonal relationships and job performance ($r = 0.895$, $P = 0.000$, $P < 0.05$). The study concluded that positive adjustments in the quality of workplace relationships will correspond directly to improvements in professional job performance. It is recommended that library managements introduce formal staff recognition awards, address job security anxieties, and fund structured inter-departmental team activities to optimize service delivery.

Keywords: Interpersonal Relationships, Job Performance, Library Personnel, University Libraries, Ekiti State.

Introduction

University libraries serve as the intellectual engine rooms of higher education institutions, playing a vital role in supporting research, learning, teaching, and community service. The efficiency and overall quality of service delivery within these spaces depend significantly on the human capital responsible for managing information repositories the library personnel (Opele et al, 2015). Job performance is the degree to which an employee effectively fulfills the responsibilities outlined in their job description (Ogunji & Adebisi, 2022). They



also stated that it encompasses the behaviours and actions that individuals exhibit while performing their job duties, contributing to the success of their organization. Ali and Atif (2023) asserted that job performance is the level of output produced by an employee, often measured against expectations and standards established by the organization. The authors further posited that it can be conceptualized as an employee's effectiveness in executing responsibilities and achieving performance outcomes as per organizational benchmarks. Mokaya (2020) averred that job performance is the extent to which an employee meets their role expectations, contributing positively to organizational effectiveness and efficiency. It also represents the outcomes of employee efforts in their roles, reflecting both quantitative and qualitative metrics. Uzochukwu and Onuoha (2021) stated that job performance is the result of specific behaviours that individuals exhibit in their employment roles, which are aligned with organizational objectives. It also refers to the capacity of employees to accomplish tasks efficiently and effectively, contributing to corporate success (Onayinka et al 2024). Job performance is the effectiveness with which librarians conduct their professional tasks and contribute to the overall objectives of the academic institution (Akinpelu & Ojo, 2020).

In modern organizational psychology, the job performance of these individuals is no longer viewed merely as an isolated product of technical skill or academic qualifications (Anyim, 2020). Instead, it is increasingly understood to be heavily mediated by the socio-professional environment and workplace bonds within the institution. Interpersonal relationships has been defined by workplace trust networks, peer interactions, supportive mentorship, and effective open communication form the foundation of day-to-day library administration (Siddique et al., 2023). When library personnel establish cohesive vertical and horizontal communication channels, the sharing of knowledge, technical expertise, and routine tasks becomes streamlined (Opele, 2014). However, academic library landscapes face unique organizational pressures. Personnel frequently navigate structural adjustments, shifting user needs, and diverse departmental silos.

In Ekiti State, Nigeria, university libraries face distinct systemic hurdles. While internal institutional frameworks place heavy emphasis on structural performance drivers such as salary levels, training opportunities, and management styles, there appears to be a gap in structurally managing the psychological and social dynamics of the library workforce (Yaya & Adeeko, 2024). Insecurities regarding job permanence, inadequate appreciation, and deficient cross-departmental trust networks present quiet threats to employee productivity. Consequently, understanding the direct link between the quality of internal human bonds and resulting professional service outputs is essential for improving institutional management.

Statement of the Problem

Despite the vital role library personnel play in promoting academic excellence, observations and literature suggest that many university libraries in Ekiti State struggle with suboptimal staff performance and workforce friction (Abdul Rahman et al., 2020). While research in library management frequently addresses the acquisition of digital technologies and physical resources, the underlying human interactions specifically interpersonal relationships are often neglected (Opele et al, 2019). This neglect manifests in structural deficiencies within the libraries: an undercurrent of workforce anxiety regarding job security, a perceived lack of professional appreciation from upper management, and poor trust networks across different administrative departments (Singh & Margam, 2018). Uncompetitive financial compensation



packages and unsupportive management environments further compound employee burnout and reduce commitment (Nnam et al., 2018). Left unaddressed, these issues degrade the collaborative environment required for efficient cataloging, reference services, and digital management. While studies globally assert that positive workplace bonds boost productivity, there is a scarcity of clear, empirical data quantifying this relationship among university library staff in Ekiti State. This study explicitly addresses this gap by analyzing how interpersonal relationships directly influence job performance in this regional context.

Research Questions

To provide a clear direction for this study, the following three research questions were formulated:

1. What is the level of job performance among librarians in university libraries in Ekiti State?
2. What is the level of interpersonal relationships among librarians in university libraries in Ekiti State?
3. What are the challenges militating against the job performance of librarians in university libraries in Ekiti State?

Research Hypothesis

To statistically validate the empirical link between the study's primary variables, the following null hypothesis (Ho) was formulated and tested at the 0.05 level of significance:

- **Ho:** There is no significant relationship between interpersonal relationships and job performance among librarians in university libraries in Ekiti State.

Methodology

This study adopted a descriptive survey research design to explore the relationship between workplace interactions and employee outputs. This specific design was selected because it allows for an objective collection, evaluation, and presentation of quantitative data regarding existing organizational conditions, peer bonds, and performance constraints without manipulating the variables within the institutional settings. The target population for this study comprised all 133 library personnel working across three selected university libraries in Ekiti State, Nigeria. Given that the total population size was manageable and compact, a total enumeration sampling technique also known as a census approach was utilized. This approach meant that every eligible member of the institutional library workforce was included in the survey, thereby completely eliminating sampling errors from the study.

The primary tool used for data collection was a structured, researcher-administered questionnaire developed from a cohesive conceptual framework. The instrument was divided into several thematic sections. The first section gathered demographic profile details including age, gender, marital status, highest educational qualification, professional designation, and length of institutional service. The job performance section measured 10 distinct structural dimensions: salaries and benefits, professional development, supportive management, work-life balance, recognition, environment, job security, decision-making autonomy, organizational culture, and resource access. The interpersonal relationship section evaluated workplace bonds



across dimensions such as effective communication, team building, mentorship, shared values, conflict resolution, engagement initiatives, flexibility, work environment, professional networking, and feedback loops. Finally, the challenges section cataloged 10 key systemic constraints militating against staff output.

A total of 133 copies of the questionnaire were physically distributed to the targeted library personnel across the selected university libraries. Following close field monitoring, distribution, and follow-ups, 118 copies were successfully retrieved, properly completed, and verified as valid for statistical analysis. This successful retrieval rate represents an overall response rate of 88.7%. The retrieved quantitative data were prepared and analyzed using both descriptive and inferential statistical tools. Frequency distributions and percentages were used to present the demographic profile of the respondents. Arithmetic Means and Standard Deviations (SD) were calculated to interpret the specific items and structural dimensions under Research Questions One, Two, and Three. For inferential statistics, the Pearson Product-Moment Correlation Coefficient (r) was utilized to test the null hypothesis (H_0) at an alpha significance level of 0.05 to determine the exact strength, direction, and significance of the relationship between interpersonal relationships and job performance.

Results

Demographic Variables of the Respondents

A total population of 133 library personnel across the three selected universities was targeted using a total enumeration sampling technique. Out of the 133 copies of the questionnaire distributed, 118 copies were successfully retrieved, properly completed, and deemed valid for analysis. This represents an overall response rate of **88.7%**. The demographic characteristics of the 118 respondents encompassing age, gender, marital status, educational qualifications, professional designations, and length of service are detailed in Table 1 below:

Table 1: Distribution of the Respondents by Demographic Variables

Demographic Characteristic	Category	Frequency	Percent (%)
Age	Below 30	25	21.2
	30 – 40	30	25.4
	41 – 50	59	50.0
	51 and above	4	3.4
	Total		118
Gender	Male	50	42.4
	Female	68	57.6
	Total		118
Marital Status	Single	29	24.6
	Married	81	68.6
	Divorced	8	6.8
	Total		118
Highest Educational Qualification	WAEC/GCE	11	9.3
	ND/HND	35	29.7
	B.Sc/BA	15	12.7
	BLIS	29	24.6
	MLIS	22	18.6
	Ph.D	6	5.1
Total		118	100.0
Designation	Library Assistant	13	11.0
	Library Officers	22	18.6
	Technical Staff	10	8.5



	Assistant Librarian	16	13.6
	Librarian II	18	15.3
	Librarian I	25	21.2
	Senior Librarian	14	11.9
	Total	118	100.0
Length of Service	Below 10 years	66	55.9
	11 – 20 years	40	33.9
	21 years and above	12	10.2
	Total	118	100.0

Source: Field Survey, 2025

Table 1 shows that the largest age bracket of respondents falls between 41 and 50 years old (50.0%). Females comprise the majority of the workforce at 57.6% compared to males at 42.4%. Academically, the library staff is diverse, with 29.7% holding an ND/HND, 24.6% holding a BLIS degree, and 5.1% possessing a Ph.D. Furthermore, a significant majority (55.9%) are relatively new to their current institutional settings, having served for less than 10 years.

Analysis of Research Questions

Research Question One: What is the level of job performance among librarians in university libraries in Ekiti State?

To evaluate the perceived level of job performance, descriptive statistics (Mean and Standard Deviation) were computed for the 10 structural dimensions derived from the researcher's conceptual framework.

Table 2: Level of Job Performance among Librarians

S/N	Structural Dimension and Item Statement	Mean	SD
a.	Salaries and benefits		
	Our library provides comprehensive benefits to support staff well-being	3.72	0.565
	Our library values performance-based bonuses to motivate exceptional work	3.53	0.725
	Our library ensures salary equity to promote fairness and morale among staff	3.43	0.811
b.	Professional development opportunities		
	Our library provides access to workshops and conferences to enhance professional skills	3.14	0.819
	Our library encourages collaboration with peers to share best practices and ideas	3.21	0.761
	Our library offers online courses and certifications to expand staff expertise	3.21	0.616
c.	Supportive management		
	Our library fosters open communication between management and librarians	3.32	0.876
	Our library provides constructive feedback to enhance librarians' performance	3.16	0.978
	Our library encourages librarians' input in decision-making processes	3.39	0.717
d.	Work-life balance		
	Our library fosters flexible work arrangements to enhance librarians' satisfaction	3.20	0.992
	Our library supports mental health initiatives to reduce stress and increase focus among librarians	3.42	0.919
	Our library encourages regular breaks to boost productivity and creativity among librarians	3.31	0.872
e.	Recognition and appreciation		
	Our library fosters a culture of recognition to boost librarians' morale	3.10	0.697
	Our library emphasizes appreciation to enhance librarians' motivation and engagement	3.10	1.016



	Our library implements reward systems to acknowledge outstanding performance	3.39	1.094
f. Conductive environment			
	Our library fosters a supportive atmosphere that enhances collaboration among librarians	3.47	0.725
	Our library provides access to modern technology and resources to improve job performance	3.22	0.953
	Our library encourages open communication and feedback to resolve issues quickly	3.31	0.873
g. Job security			
	Our library fosters a sense of stability which enhances motivation among librarians	2.86	1.116
	Our library offers opportunities for professional development which boosts job satisfaction	3.14	1.037
	Our library ensures open communication about job roles which reduces anxiety among librarians	3.39	1.094
h. Autonomy in decision-making			
	Our library promotes a culture of respect for authority and adherence to procedures among librarians	3.39	0.717
	Our library promotes a culture of customer-centricity and continuous improvement	3.20	0.948
	Our library management encourages knowledge sharing among librarians	3.39	0.806
i. Organizational culture and values			
	Our library fosters a culture of collaboration and teamwork among librarians	3.52	0.814
	Our library embraces a culture of inclusivity and diversity in staffing and services	3.26	1.003
	Our library promotes a culture of open communication and feedback among librarians	3.25	1.004
j. Access to resources and technology			
	Our library enhances job efficiency through access to up-to-date technology	3.10	0.881
	Our library fosters collaboration among librarians by providing shared digital resources	3.34	0.879
	Our library boosts librarians' morale by offering comfortable work environments with adequate tools	3.29	0.897

Source: *Field Survey, 2025*

The data from Table 2 indicate that the overall job performance of librarians is heavily mediated by foundational administrative conditions. The provision of comprehensive well-being benefits scored the highest mean within the baseline metrics at 3.72 (SD = 0.565), followed closely by a corporate organizational culture rooted in teamwork (Mean = 3.52, SD = 0.814). Conversely, the items checking institutional job security and stability scored the lowest baseline mean of 2.86 (SD = 1.116), showing a systemic undercurrent of workforce anxiety regarding positional permanence.

Research Question Two: What is the level of interpersonal relationship among librarians in university libraries in Ekiti State?

This question evaluated the structural quality of workplace bonds, peer trust networks, and professional interactions.

Table 3: Level of Interpersonal Relationship among Librarians

S/N	Structural Dimension and Item Statement	Mean	SD
a. Effective communication			
	Our library fosters trust and understanding among librarians	3.59	0.889
	Our library enhances collaboration and teamwork among staff	3.53	0.894
	Our library promotes a positive work environment that reduces conflicts	3.53	0.725
b. Team building activities			
	Our library enhances communication skills through shared activities	2.94	0.788



	Our library promotes conflict resolution skills among librarians	3.01	0.832
	Our library develops leadership qualities through group challenges	3.07	1.138
c.	Mentorship programs		
	Our library fosters mutual support and camaraderie among librarians	3.34	0.908
	Our library encourages collaboration on projects and initiatives	3.32	0.951
	Our library facilitates networking opportunities that strengthen professional bonds	3.27	1.108
d.	Shared goals and values		
	Our library promotes a shared commitment to academic excellence among librarians	3.03	0.995
	Our library encourages open communication and transparency in decision-making	3.37	0.885
	Our library cultivates a sense of belonging and mutual support among team members	3.22	1.063
e.	Conflict resolution mechanisms		
	Our library encourages active listening to improve understanding and collaboration	3.22	1.063
	Our library promotes empathy to strengthen interpersonal relationships	3.29	0.786
	Our library facilitates conflict resolution training to empower librarians in handling disputes	3.39	0.729
f.	Librarians engagement initiatives		
	Our library fosters collaboration and teamwork through joint projects and initiatives	3.08	1.042
	Our library organizes social events to strengthen personal connections among librarians	3.20	0.920
	Our library encourages feedback and discussion to resolve conflicts and misunderstandings	3.15	1.067
g.	Flexible work arrangements		
	Our library encourages a balance between work and personal life reducing stress	3.36	0.983
	Our library promotes inclusivity by accommodating diverse working styles	3.34	0.954
	Our library supports relationship building through regular virtual and in-person meetings	3.27	1.035
h.	Positive work environment		
	Our library promotes mutual respect and appreciation for diverse perspectives	3.14	0.631
	Our library encourages positive feedback and constructive criticism among librarians	3.34	0.908
	Our library supports social interactions and team-building activities	3.00	0.978
i.	Professional networking opportunities		
	Our library encourages the sharing of best practices and experiences	3.21	1.061
	Our library builds trust and rapport among librarians across departments	2.86	0.986
	Our library strengthens professional identity through collective engagement	3.36	0.957
j.	Regular feedback and performance reviews		
	Our library promotes accountability and commitment among librarians	3.42	0.721
	Our library builds a supportive atmosphere for professional growth	3.42	0.721
	Our library strengthens interpersonal bonds through recognition and appreciation	3.36	0.710

Source: *Field Survey, 2025*

As detailed in Table 3, effective communication serves as the strongest cornerstone for interpersonal bonds, with the item "fostering trust and understanding among librarians" earning a prominent mean score of 3.59 (SD = 0.889). Accountability through feedback mechanisms also scored highly at 3.42 (SD = 0.721). Conversely, the operational infrastructure for building these networks shows structural deficiencies: the actual facilitation of inter-departmental trust networks scored a low mean of 2.86 (SD = 0.986), and active skill-building through dedicated team activities registered at 2.94 (SD = 0.788).

Research Question Three: What are the challenges militating against job performance of librarians in university libraries in Ekiti State?

This question highlights the structural, environmental, and financial constraints limiting optimal service delivery.



Table 4: Challenges Militating against Job Performance of Librarians

S/N	Identified Performance Challenge Items	Mean	SD
1	Lack of recognition and appreciation	3.42	0.721
2	Inadequate salaries and benefits	3.29	1.014
3	Job insecurity	3.28	0.727
4	Unsupportive management	3.25	1.029
5	Poor work-life balance	3.25	1.029
6	Unconducive work environment	3.24	0.854
7	Misalignment of organizational culture and values	3.22	1.043
8	Limited professional development opportunities	3.19	1.015
9	Limited autonomy in decision-making	3.15	1.043
10	Restricted access to resources and technology	2.96	1.135

Source: Field Survey, 2025

The descriptive breakdown in Table 4.4 identifies "Lack of recognition and appreciation" as the primary systemic challenge affecting staff output, yielding the highest mean of 3.42 (SD = 0.721). This is closely followed by core structural anxieties: financial compensation deficits at 3.29 (SD = 1.014) and systemic job insecurity at 3.28 (SD = 0.727). Physical resource access restrictions, though still noted as a problem, proved to be the lowest relative challenge with a mean of 2.96 (SD = 1.135).

Hypothesis testing

Ho: There is no significant relationship between interpersonal relationships and job performance among librarians in university libraries in Ekiti State.

To test this hypothesis, the significance target was set at the 0.05 level.

Table 5: Test of Relationship between Interpersonal Relationships and Job Performance

Variable	N	Mean	SD	r-value	P-value	Decision
Job Performance	118	3.76	0.565	0.895*	0.000	Reject Ho
Interpersonal Relationship	118	3.59	0.889			

*Correlation is significant at the 0.01 level (2-tailed).

The statistical matrix in Table 5 reveals an aggregated mean score of 3.59 (SD = 0.889) for the independent variable (Interpersonal Relationship) and an aggregated mean score of 3.76 (SD = 0.565) for the dependent variable (Job Performance). The computed Pearson correlation value (r) is **0.895**, with a corresponding probability value (P) of **0.000**. Because the P-value (0.000) is less than the chosen alpha significance level (0.05), the null hypothesis (Ho) is definitively rejected.

Statistical Decision: There is a strong, positive, and statistically highly significant relationship between interpersonal relationships and job performance (r = 0.895, P < 0.05) among library personnel in university libraries in Ekiti State. Positive adjustments in the quality of workplace relationships will correspond directly to improvements in professional job performance.

Discussion of Findings

The results demonstrate a strong connection between institutional environment, relationship quality, and overall job output. The analysis of research question one established that professional performance is strongly influenced by structural conditions like salary levels,



professional development, supportive management, and work-life balance. This aligns with the findings of Ajayi and Oladipo (2020), who observed that complete benefit packages meet employees' basic needs and increase their motivation to participate in collaborative institutional projects. It also aligns with the findings of Aiyedun and Saka (2021), who argued that open managerial communication makes library personnel feel valued, directly improving service delivery quality. The data from research question two highlighted that healthy workplace relationships are driven by open communication, mentorship, common professional values, and structured feedback mechanisms. This corroborates the research of Adekoya and Folorunsho (2019), who demonstrated that healthy interpersonal connections improve teamwork and knowledge-sharing, leading to better overall library services. Similarly, Moges and Teshome (2020) emphasized that open communication lines build a sense of community and trust, which helps staff collaborate more effectively on routine tasks and special projects.

The findings for research question three identified several clear obstacles to librarian performance, including poor recognition, inadequate pay, unsupportive management, work-life conflict, and job insecurity. This matches the findings of other authors, who reported that uncompetitive salaries often cause burnout, low staff commitment, and job dissatisfaction in academic libraries. Additionally, Ezeani and Okafor (2020) noted that a lack of targeted training opportunities makes staff feel unprepared for changing user needs, which reduces the overall efficiency of library services. Finally, the rejection of the research hypothesis confirms that interpersonal relationships significantly influence job performance within academic libraries. This outcome supports the conclusions of Odebiyi (2019), who showed that positive relationships among colleagues improve communication and teamwork, directly increasing productivity. It also matches the findings of Adekeye and Otegbayo (2020), who noted that a supportive professional network increases job satisfaction and reduces staff turnover, helping libraries run more effectively.

Summary of Findings

Based on the empirical data analyzed in this study, the following specific findings are established:

- **Demographic Context:** The targeted population comprised 133 library personnel, yielding a valid response sample of 118 respondents (88.7% response rate). The university library workforce in Ekiti State is heavily dominated by mature personnel in the 41–50 age bracket (50.0%) and is predominantly female (57.6%). Academically, the staff is highly diverse, though a substantial majority (55.9%) are relatively new to their current institutional settings, possessing less than 10 years of service tenure.
- **Level of Job Performance (RQ1):** The job performance of librarians is highly dependent on foundational administrative support systems. The provision of comprehensive well-being benefits achieved the highest baseline mean score of 3.72 (SD = 0.565), closely followed by an institutional culture rooted in teamwork (Mean = 3.52, SD = 0.814). Conversely, deep-seated workforce anxiety regarding institutional job security and positional permanence registered the lowest mean score of 2.86 (SD = 1.116).
- **Level of Interpersonal Relationships (RQ2):** Effective workplace communication is the strongest catalyst for healthy interpersonal bonds among staff, with the specific metric of fostering trust and understanding yielding a notable mean score of 3.59 (SD = 0.889). However, the institutional infrastructure required to systematically maintain



these connections shows clear deficiencies; building trust networks across distinct departments scored a low mean of 2.86 (SD = 0.986), and structural skill-building via dedicated group challenges registered at 2.94 (SD = 0.788).

- **Challenges to Job Performance (RQ3):** A lack of professional recognition and appreciation is identified as the chief systemic barrier militating against librarian performance, scoring the highest overall challenge mean of 3.42 (SD = 0.721). This is directly compounded by core financial deficits in salaries and benefits (Mean = 3.29, SD = 1.014) and ongoing job insecurity (Mean = 3.28, SD = 0.727). Physical constraints, such as restricted access to technology and tools, presented the lowest comparative threat to performance (Mean = 2.96, SD = 1.135).
- **Hypothesis Testing:** The rejection of the null hypothesis (H_0) confirms that a strong, positive, and statistically highly significant relationship exists between interpersonal relationships and job performance ($r = 0.895$, $P = 0.000$, $P < 0.05$) among library personnel in university libraries in Ekiti State.

Conclusion

The findings conclusively demonstrate that the professional performance of library personnel is not an isolated individual metric; rather, it is heavily mediated by the quality of interpersonal communication, mutual trust, and structural conditions present within their institutional environments. The statistical rejection of the null hypothesis proves that healthy, collaborative professional bonds act as a critical driver of overall productivity ($r = 0.895$). When trust, open vertical and horizontal communication, and strong peer networks are present, librarians work more efficiently and feel more motivated. However, the study also highlights a paradox: while personnel thrive on teamwork and communication, university libraries currently lack the structural infrastructure (such as formal team-building activities and inter-departmental trust networks) to sustain these relationships. Furthermore, the benefits gained from a collaborative workspace are actively undermined by severe institutional anxieties, specifically a lack of professional recognition, uncompetitive financial compensation, and deep-seated job insecurity. In conclusion, achieving optimal service delivery in university libraries across Ekiti State requires an administrative shift. Management must look beyond physical resource procurement and focus on creating a supportive, secure, and socially cohesive workplace that actively reduces staff anxiety and recognizes professional excellence.

Recommendations

Based on the empirical findings and conclusions established in this study, the following recommendations are offered for implementation by university administrations and library managements in Ekiti State:

1. Since a lack of appreciation was identified as the primary challenge affecting staff output, library managements should introduce formal reward schemes (e.g., "Librarian of the Quarter" awards or letters of commendation) to actively boost morale and motivate exceptional performance.
2. To address the low mean scores and high anxieties surrounding job security and positional stability, institutional managements must ensure transparent, reliable communication regarding job roles, tenure paths, and employment permanence.
3. Given that the lowest interpersonal scores stemmed from a lack of inter-departmental trust networks and shared activities, library directors should deliberately design and



fund periodic social events, cross-departmental projects, and conflict resolution workshops to strengthen internal professional bonds.

4. University authorities should systematically review compensation structures to address the prominent challenges of inadequate salaries and benefits. Providing competitive well-being benefits will directly improve staff retention, satisfaction, and baseline job performance.
5. Library managers should establish regular, transparent feedback loops and encourage staff input during decision-making processes. This will break down structural silos, foster mutual trust, and create a highly conducive work environment

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