

MENTORING AND TEAMWORK AS DETERMINANTS OF WORK PERFORMANCE OF CATALOGUING PERSONNEL IN ACADEMIC LIBRARIES IN SOUTH-WEST, NIGERIA

By

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Abstract

Cataloguers are library professionals that provide users with critical service(s) through prompt processing of information resources. This affords library users the opportunity to obtain relevant information within a record time. With the influx of information resources in diverse formats, the work of cataloguers becomes challenging which leads to low level of work performance. To improve on their performance therefore, it becomes expedient to investigate how mentoring and teamwork could determine the cataloguing personnel work performance in academic libraries in South-West, Nigeria. The research design adopted for this study was survey method with total population of the study consisting of 263 cataloguing personnel in the academic libraries in South-West, Nigeria. The data collection instrument used was a validated questionnaire with a response rate of 98%. Data were analyzed using descriptive mean, standard deviations and inferential simple correlation, Pearson product moment correlation and multiple regression statistic. The result showed that high team effectiveness $\bar{X} = 44.86$ SD 5.57 satisfactory mentoring practice $\bar{X} = 29.07$, SD 4.13 and excellent work performance $\bar{X} = 33.46$ SD 4.81 existed among the cataloguing personnel. The study concluded by establishing that teamwork and mentoring are critical ingredients for improving work performance of cataloguing personnel. Therefore, there is need for library managers to encourage teamwork and formalize mentoring among cataloguing personnel in order to enhance their work performance.

Keywords

Teamwork, Mentoring, Work Performance, Cataloguers, Academic Libraries

Introduction

Libraries are saddled with the responsibilities of providing information to their users. The operations, beginning with selection of information materials to acquiring, processing, organizing, storing and disseminating them are all geared towards providing quality service(s). By so doing, academic libraries in Nigeria make significant contributions to the mandates of their parent institutions. These mandates are teaching, research and community services geared towards social, political and economic development of the country (Amusa, Iyoro & Ajani; 2013).

Ordinarily, the task of selecting resources that best meet clients' needs are best handled by librarians who further ensure easy access to such resources through cataloguing and

classification, which are both referred to as the heart of a library just as the library itself has always been referred to as the heart of its parent institution. Cataloguing provides the bibliographic description of the physical features and contents of information resources including title, author, place of publication, publisher and date of publication. Classification on the other hand, systematically arranges and groups related materials that contain similar ideas, objects and qualities together. It actually involves grouping information resources according to their similarities and separating them according to their dissimilarities.

Therefore, cataloguing librarians otherwise known as cataloguers are a small but valuable subset of the library professionals that provide critical but hidden services to libraries and library users. Bushman and Chickering (2007) opined that library personnel working in cataloguing and classification unit need to work as a team for improved job performance as there is need to share information and knowledge among themselves. A team therefore, is a group of individuals who work together to produce or deliver services for which they are mutually accountable. Team members share goals and are mutually held accountable for meeting them (Michael 2010). However, for a team to be effective, the group of people working together must have to achieve much more than when the individuals work independently. This prompted Manhas and Bakhshi (2013) to conclude that “In today’s corporate environment, it appears the team not the individual holds the key to business success”.

In every organization, the human component forms the most important of all the resources therein. In the absence of adequate human resources, the best infrastructures, sufficiency of finances and other material input will provide unsatisfactory result. This, prompted Glasser (2007) to refer to cataloguers as older and unavoidable than other librarian colleagues, as they retire causing depletion of their population. Hence, it was suggested that they pass on their wealth of experience and wisdom about the profession through a logical channel.

It is the view of this paper therefore, to see if encouragement of cataloguing personnel by getting involved in teamwork viz-a-viz the formulation and adoption of certain plan(s) designed to develop natural leaders in form of mentoring, will facilitate the emergence of cataloguers that possesses the ability to make right, accurate and timely information resources available to users in whatever format.

The Objective of the study:

The general objective of the study is to find out how the combination of mentoring and team work determines the work performance of cataloguing personnel in South-West, Nigeria academic libraries.

The Objective of the study are to:

1. determine the level of teamwork among cataloguing personnel in academic libraries in South-West, Nigeria.
2. find out the level of mentoring among cataloguing personnel in academic libraries in South-West, Nigeria.
3. determine the mean score of work performance among cataloguing personnel in academic libraries in South-West, Nigeria.

Research Questions

1. To what extent is mentoring practiced among cataloguing personnel in academic libraries in South-West, Nigeria?
2. What is the level of team work among cataloguing personnel in academic libraries in South-West, Nigeria?
3. What is the level of work performance among cataloguing personnel in academic libraries in South-West, Nigeria?

Hypotheses

The paper examined three (3) null hypotheses at 0.05 level of significance.

- Ho1: There is no significant relationship between work performance, mentoring and teamwork of cataloguing personnel working in academic libraries in South-West, Nigeria.
- Ho2: There will be no joint effect of mentoring and teamwork on work performance of cataloguing personnel working in academic libraries in South-West, Nigeria.
- Ho3: There will be no relative contribution of either mentoring or teamwork on work performance of cataloguing personnel working in academic libraries in South-West, Nigeria.

Literature Review

Libraries assist the tertiary institutions to discharge their functions by acquiring all the relevant information resources necessary for sustaining the teaching, research and the public service functions of their parent institutions. The extent to which academic libraries attached to such institutions perform these functions will depend on a number of factors which includes well motivated staff. Human resources in higher institutions according to Alani (1993) and Adeniji; Babalola and Adeniji (2012) co-ordinate and process other material resources to produce educational output.

Insaadoo (2001) identified the information resources as key to sustainable library services of any library through which the staff of that library is indirectly evaluated. This prompted Olusegun (2012) to suggest the need for strong and effective motivation at the various levels, departments and sections of the libraries so as to make the personnel satisfied and committed to their jobs in academic libraries. Supporting this assertion, Oyewole and Popoola (2013) opined that the job performance of individual library personnel is very important because one operation is connected to another. Bello and Mansor (2012) however; identified leading skills that enhanced job performance of library personnel to include ability to plan, ability to establish/maintain effective work relationship with colleagues and other library staff and ability to lead the way in researching into new techniques. Asante et al (2014) opined that in a typical academic setting, the academic library personnel should be exposed to continuous professional education that will bring about job performance. This they observed will go a long way to help them in forms of career development and boost productivity.

Scott (2003) argued that what cataloguers are not taught in library schools is that being a good cataloguer demands more than adherence to AACR² and information system. As such, there is need to explore other potential productivity means for the present day development of cataloguers whose skills, knowledge and numerical strength have continued to dwindle in the past decades, and this has generated concern for the profession worldwide. The problem in Nigeria as identified by Nwalo (2005) is aggravated by unsatisfactory learning conditions and training infrastructures as well as apathetic attitudes towards cataloguing courses both by educators and students alike. In view of these challenges, libraries according to Curry and Smithee (2007) have been unable to provide generation of leaders which subsequently had led to competition for the few skilled library staff. They therefore asked rhetorically that “why are libraries then not using mentoring as a means of equipping staff with needed library skill?”

Supporting the above assertion, Freeman (2009) opined that effective mentoring is essential to the growth and success of all types of libraries. Mentoring is often considered as one of the best way to develop leadership potentials in new library and information professionals (Hicks 2011). In a study carried out about Ghanaian academic librarians on knowledge transfers for career development by Asante et al (2014), the respondents agreed that mentoring

is capable of fostering and aiding in the acquisition of diverse professional skills and thus capable of ultimately having a positive impact on the career development of academic librarians. Cataloguers mentoring therefore according to Bello and Mansor (2011) are an established developmental process of learning by which an experienced cataloguer takes responsibility and relates well with less experienced or new cataloguer to facilitate their training and development until they have acquired the needed skills in the profession for the benefit of the individuals as well as that of the organization.

Today, many organizations are using teams to implement products or services as well as resolve problems especially on complex tasks. The rationale is group performance through team which is more effective compared to individual performance as the team outcome exceeds the sum of individual outputs (Belbin, 1993; Fung, 2014). Even though team performance and teamwork are sometime used interchangeably, particular interest to this study is teamwork which Andrews (2012) referred to as a set of competencies displayed by team members who worked together in achieving a common goal putting quality and quantity into consideration. To Jiang et-al (1997) teamwork has to do with quality of work efficiency of team operations, user interaction effectiveness, adherence to schedule and budgets as well as the amount of work the team produced.

Overall, in the area of team building and developing members ability to make skillful decisions, Akinyemi and Ifijeh (2012) opined that the Library Management style plays an important role in achieving performance of the organization as well as job commitment of its employees.

Methodology

The research design that was adopted for this study is descriptive survey research of the correlational type. This is because it possesses the ability to investigate relationship among variables and also expresses the strength and direction of the relationship.

The population of this study consisted of 263 cataloguing personnel made up of both professional and para-professional personnel working in cataloguing department of academic libraries in the Universities, Polytechnics and Colleges of Education in South-West, Nigeria. Considering the small population size, total enumeration method (census) was adopted to cover all the 263 cataloguing personnel across all the affected libraries within South-West, Nigeria. The instrument found suitable for this study is questionnaire which is believed to facilitates the collection of large amount of data in a relatively short period of time. The questionnaire was divided into four (4) sections with section A capturing demographic data while B, C, D dealt with mentoring, team work and work performance respectively capturing items under them with response options of Strongly Agree = 5; Agree = 4; Disagree = 3; Strongly Disagree = 2; Undecided = 1. It was validated and used to collect data on respondents demographic details, mentoring habit and level of team work.

Collected data were analyzed using mean and standard deviation, simple correlation Pearson Product Moment Correlation Method as well as multiple regression analysis.

Results and Discussions

Hypotheses

No.1: There is no significant relationship between work performance, mentoring and team work of cataloguing personnel in South-west, Nigeria academic libraries.

Table 1: Availability of significant relationship between work performance, mentoring and teamwork of cataloguing personnel in academic libraries in South-West, Nigeria.

Variable	Mean score	Standard Deviation	N	R	Significant
Work Performance	33.46	4.81			

Mentoring	29.07	4.13	263	0.493	0.000
Teamwork	44.86	5.57		0.428	0.000

Ho1: The mean score of work performance of the cataloguing personnel in academic libraries in South-West, Nigeria is $\bar{X}=33.46$, $SD = 4.81$, Mentoring is $\bar{X} = 29.07$, $SD = 4.13$ while that of team work is $\bar{X} = 44.48$, $SD = 5.57$. Implication of this test of significant correlation between the respondents work performance, mentoring and team work is that there is significant relationship between them as indicated (Table 1), ($r = .493$, $P<.01$) ($r = .428$, $P<.05$). As such, the hypothesis that there is no significant relationship between mentoring, team work of cataloguing personnel in South-West Nigeria on their performance is hereby rejected.

Ho.2: There will be no joint effect of mentoring and teamwork on work performance of cataloguing personnel in academic libraries in South-West, Nigeria.

Table 2: ANOVA showing the Joint effect of mentoring and teamwork on work performance of cataloguing personnel in South-West, Nigeria academic libraries.

R	R Square	Adjusted R Square	Std Error of the Estimate			
.537	.289	.283	4.0794			
	ANOVA					
Model	Sum of Squares	DF	Mean Square	F	Sig.	Remark
Regression	1756.682	2	878.341	52.781	.000	Sig.
Residual	4326.725	260	16.641			
Total	6083.407	262				

Ho2: Result in Table 2, revealed the joint contribution of mentoring and team work towards determining the work performance of cataloguing personnel in academic libraries in South-West, Nigeria. The table shows a coefficient of multiple correlation ($R = .537$ and multiple adjusted R^2 of .289. The meaning of this is that 28.9% of the variance was accounted for by the predictor variables when taken together. The significance of the composite contribution was tested at $P>.05$. The table further shows that the analysis of variance for the regression yielded a F-ratio of 52.781 (Significant at 0.05 level). This implies that the joint contribution of mentoring and team work on work performance of cataloguing personnel was significant and that other variables not included in this model may have accounted for the remaining variance.

Ho.3: There will be no relative contribution of either mentoring or team work on work performance of cataloguing personnel in academic libraries in South-West, Nigeria.

Model	Unstandardised Coefficient		Stand Coefficient	F	Sig.	Remark
	B	Std Error	Beta Contribution			
(Constant)	15.373	1.824		8.428	.000	Sig.
Mentoring	.222	.036	.372	6.208	.000	Sig.
Team work	.175	.043	.246	4.098	.000	Sig.

Ho3:The result in Table 3 illustrates the testing of the null hypothesis that there will be no relative contribution of either mentoring or team work on work performance of cataloguing personnel in academic libraries in South-West, Nigeria. Mentoring ($P = .372$, $df = 263$, $T = 6.208$, $P<0.000$), Team work ($P = .246$, $df = 263$, $T = 4.098$, $P<.0005$) are statistically significant factors that could determine the respondents work performance. From the values of the standardized regression weights and the percentage contributions of the two significant

independent variables, mentoring was discovered to be the most significant factor that determines the work performance of the respondents.

Summary of Findings and Discussion

The study revealed that there is significant relationship between mentoring, team work and workperformance of cataloguing personnel working in academic libraries in South-West, Nigeria.

The study equally discovered joint contribution of mentoring and team work when taken together towards determining the work performance of cataloguing personnel in academic libraries in South-West, Nigeria. Mentoring was further discovered to be the most significant factor that determines the work performance of cataloguers working in South-West, Nigeria academic libraries.

Supporting this findings, Peace and Ofobruku (2015) in their work “Effects of Mentoring on Employee’s Performance in selected Family Business in Abuja, Nigeria discovered positive effects of mentoring on employees performance and career support and concluded by saying that performances among employees are based on the degree of mentorship programme put in place in the organization. The simple meaning of this is that mentorship had significant relationship with employee performance. Also aligning with the above submission, Adewuyi (2018) having discovered that mentoring influence performances of cataloguers in Nigerian libraries, recommended that mentoring practices should be further reinforced in Nigerian libraries and make it formal with a view to guarantee continued career and professional development of the employees in Nigeria libraries.

The research findings are also consistent with past mentoring researchers who have noted that mentoring relationship was key to a mentee’s growth and professional fulfilment and satisfaction (Haggard and Turban, 2012). Teamwork was also discovered to be an important tool towards achieving workers effective performance and this was supported by Alghamdi & Bach (2018) findings in their work titled “Development Teamwork at workplace” where key found teamwork to be an essential activities that can not be avoided by any organization. Teamwork according to them is an essential feature of successful business for it helps to utilize workers skills in an attempt to gain competitive advantage. Organizations that are focused on developing teamwork they believe are likely to experience numerous benefits including better and improved decision making flexibility among work force and focus on achieving organizational goals.

Boakye (2015) buttress the above findings further by saying that there was a clear evidence that teamwork and other measures of team performance are positively related with organization performance. Hence, the result of the study shows that there was a significant positive impact of teamwork on organizational performance. This is as people working as a team increases the efficiency of an employee and this influences their performance(s) within the organization they served.

He therefore concluded by saying that teamwork is an efficient way of achieving success at work place or in the organization for it boost the productivity, effectiveness and efficiency of work as well as the performance of organizations as a whole. This is in agreement with Manhas (2013) findings that claimed teamwork to be positively correlated with occupational self-efficacy while some many other previous research such as Jayaweera (2015) suggests that physical work conditions are positively associated with employee work motivation. Tinofirei (2011) on the other hand argued that work performance is the core construct of the 21st century workplace.

Conclusively, mentoring and teamwork can be viewed as having an impact on organizational performance and hence, it should be adopted as a major tool of organization performance.

Recommendations

On the bases of results, the study provides the following recommendations:

1. Library managers need to ensure that cataloguing personnel are well organized and business like as many institutions goal attainment depends largely on the ability of its personnel.
2. Considering the role played by mentoring in the lives of cataloguing personnel, it becomes imperative therefore to suggest that both formal and informal mentors should be given the opportunity to mentor the personnel.
3. It is highly recommended that team work should be encouraged among cataloguing personnel for it pave way for extraordinary result(s) to be achieved.
4. The joint variables of mentoring and team work should further serves as administrative instrument to further enhance the productivity of cataloguing personnel in academic libraries in South-West, Nigeria.
5. Good working relationship must be established among the personnel in order to solidify the existing team spirit among them.
6. Appreciation of the personnel for successful completion of set goals will also go a long way towards improving their morale and also serving as a means of spurring other individuals to higher levels of productivity in future.

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