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## Social Media Use as a Determinant of Librarians' Perceived Job Performance in Universities in South-West, Nigeria.

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### ABSTRACT

Job performance is an important index that predicts probable success or failure of any university library. Studies have established that librarians in universities in South-West, Nigeria have not been able to deliver quality library services which has manifested in low patronage by members of the university community. This development may be attributable to non exploitation of social media for job related tasks and services. The study investigated social media use as a determinant of librarians' perceived job performance in universities in the South-West Nigeria.

The study adopted the survey research design. The population of the study was 393 academic librarians in the forty-two (42) universities in South-West, Nigeria. Total enumeration was employed. A structured and validated questionnaire was used to collect data for the study. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.90 to 0.96. The response rate was 94.2%. Data were analyzed using descriptive and inferential statistics.

The findings revealed that social media use influenced job performance of librarians in the universities ( $R^2 = 0.111$ ,  $\beta = .375$ ,  $t(327) = 6.380$ ;  $p < 0.05$ ). The study also found that librarians perceived their job performance as high, and that they use social media for outreach and marketing services. It was also revealed that facebook is the most used medium by librarians in the universities in their deployment of library services.

The study concluded that Social media use impacts on librarians' job performance and the flexibility of the media which encourages instant posting, updating, sharing and dissemination of information online with opportunities for feedback and contributions makes the media a good marketing and outreach platform for libraries to reach their diverse users. The study, thus, recommends that library managements should take stock of their libraries' use of social media for library tasks and services, and see the existing gap with a view to addressing the weakness observed. University libraries should also design a documented policy on their intended use of social media for library services. University library managements should initiate continuous in-service trainings for librarians on the use of social media for their services; as ICT platforms will continue to evolve, as such the need to keep librarians abreast of developments should be a major concern for library managers.

## **Introduction**

Job performance refers to how people perform their duty or tasks as set against particular standards. It is the act of executing a task, duty or command. It is a series of tasks performed by an employee. Librarians' job performance can thus be described as the act of carrying out tasks, functions or assignments relating to librarianship in a particular manner expected of a trained professional librarian. The functions include cataloguing and classification, collection development, serials management, reference services, charging and discharging of books, shelving and shelf reading, document delivery, resources circulation and book reservations. Other functions are selective dissemination of information (SDI), current awareness service (CAS), community services, orientation of new students, user education, e-library services, and services promotion and marketing. The quality of the services rendered by a particular library predicts the quality of its workforce. Effective and efficient service delivery in universities thus becomes the burden of librarians towards the fulfilment of the university library's mandates. This led to the design of series of tasks which form the librarians' job.

The adoption of information communication technology (ICT) has impacted on performance in the work place. Libraries have also adopted and adapted ICT to task and services performance, and this is expected to improve the quality of service provision. Social media is one of the ICT platforms that libraries have adopted for the deployment of services to the clientele; as the media allow for information upload and immediate feedback. It provides the libraries opportunity to maintain contact with their clients regardless of their location or distance from the library. Social media can be described as a series of web applications designed to allow people to share content rapidly, regularly and in real time, and they have been found useful for outreach purposes, promotion and marketing of library services, as well as announcement and provision of quick updates to users. Others include reference and technical instruction on the use of library service, complaints receipt and resolution platform, community building and networking with other libraries among others. A number of libraries in Nigeria have adopted this opportunity for their

services while in some other libraries, it is only individual librarians that use it for personal purposes. Library social media links are often found on the WebPages of their university library.

Social media platforms provide opportunities for libraries to be closely connected with their users. It enhances fast information sharing and exchange with a wide network of people. Libraries can track and collate responses and comments of their users on any issue concerning development and improvement of the library and information services. In libraries, social media is being used in news and information sharing, promotion of library and related programmes, new arrivals announcement, information literacy and reference services, communication between library personnel and the library clients, promotion of library online resources, and provision of assistance to library users.

Mazzochi (2014) posits that social media can be used in libraries for services promotion, users' instruction, reference service, feedback platform for the library, galleries and events display and creation of online communities. It has been found to be a useful tool in the marketing of library services and resources to library clients. It can be used for sending database links to library users. Jeske, Leonard, Landriault and Intahchomphoo (2013) identified areas where libraries could use social media for their operations and services. They believe Youtube can be used for virtual tours and online tutorials. They agreed that social media can be used in the library as a marketing and service promotion tool.

University libraries are not unaware of the benefits and contributions of information services promotion to resources patronage and use. Social media have however brought about new means and methods of promoting library services. Unfortunately, many librarians in developing countries are not aware of social media applications to library services, and a few that are aware are still battling with finding out the productive use of the platforms for library services. This situation has therefore necessitated the need to probe into challenges encountered by librarians in social media use in library services delivery. Bakporhonor and Olise (2015) identified challenges librarians encounter in the use of social media for promoting library and information resources and services to include privacy concerns, low level of technology penetration and network problem, lack of awareness and lack of funds. Whatever the challenges are, there is the need for libraries to pursue enduring solutions to these problems; as social media platforms offer libraries friendly and easy to use interfaces.

Universities in the prevailing digital era are being populated by technology compliant students, so unfortunately, libraries are struggling with other competitors (especially the web) to get the patronage of these students. The students rely too much on search engines for their information needs rather than the university library. They are probably unaware of the existence of false information on the internet. This ugly trend can be arrested through the application of social media to library services delivery by universities. Social media platforms can be used in this regards as bulletin boards, group information dissemination pages, outreach channels and current awareness services.

Social media, where thoroughly adopted and adapted to service provision in university libraries, could attract the community members to the library services and resources because users do not have to visit the physical library for information and enquiries. Information about the library and its resources are through the media platforms circulated to the users. This effort should create awareness for library resources and services. Where social media is effectively put to use in libraries, it is expected to improve job performance of librarians. This study thus assumed that use of social media for library tasks and services will be a job performance enhancer for librarians in the university.

The following research questions were raised to guide this study:

1. What is the librarians' perceived level of Job performance in universities in the south-west zone of Nigeria?
2. What use do librarians put social media into in the universities in South-West, Nigeria?
3. How often do librarians use social media for tasks and services?
4. What medium do they use for the tasks and services?
5. What challenges do librarians encounter in the use of social media for library tasks and services?

The conduct of the study was guided by this hypothesis that was tested at the 0.05 level of significance:

Ho1: There is no significant influence of social media use on librarians' job performance in universities in the south-west zone of Nigeria.

## **STATEMENT OF THE PROBLEM**

The level of librarians' job performance is an indicator of the library's performance. Studies (Igbinovia and Popoola 2016; Amusa, Abdulsalam, and Ajani 2014) had established decline in librarians' job performance. Librarians' job performance tends to have manifested in low patronage of the library and its resources by the university community members. The low patronage could be attributed to users' dissatisfaction with the services being rendered by librarians, and it perhaps points to ineffective job performance by the librarians. The cause of the probable decline in librarians' job performance should be a source of concern. Job performance is not an isolated occurrence but one that could be predicated on social media use. Inappropriate use of social media for library services is assumed to affect job performance of librarians. The use of social media in information sharing, current awareness services, reference services will enhance relevant information dissemination to clients as those who are away from the library environment will still benefit from such. It is in this light that this study investigates librarians' social media use as a determinant of librarians' job performance in South-West zone of Nigeria.

## **LITERATURE REVIEW**

Technological advancements had brought about major impacts on our society, particularly in the work environment. It has contributed to the globalisation of the entire world. Social media which is a product of the technology has recorded great impact on the business world. The emergence of online social media according to Charoensukmongkol (2015) and Kaplan and Haenlein (2010) has made territories of the world become virtually united, as people everywhere can search for and socially connect with one another. Social media which depend on information and communication technologies to create highly interactive platforms through which people and communities share, co-create, discuss and modify user – generated content (Kisho-Kumar, 2016) had been found to impact on how people build relationships, share ideas, communicate and do other businesses.

Social media profile for over a decade had been rising and commanding popularity globally. Its introduction into worldwide business ventures had revolutionised methods of communication among individuals, organisations, colleagues and business customers. Social media include web and mobile based technologies which are used to turn communications into interactive dialogue within and among organisations, communities and individuals. The platform had made many users rely on it for entertainment, their web searches, news sourcing and in some cases just for leisure (Leftheriotis & Giannakos, 2014). They further assert that though social media are on top of agenda for many companies to date, there seems to be very limited understanding of the usage of social media for work purposes.

Job performance remains a concern for organisations and researchers worldwide. Job performance of individuals has been found to positively correlate with organisational performance which in turn is believed will provide the fortunes of the organisation. Job performance is described by McCloy, Campbell and Gudeck (1994) as behaviours or actions that are relevant to the goals of the particular organisation. Successful organisational communication and knowledge management had been found to play key roles in the promotion of employee's job performance in an organisation. Koopmans, Bernaads, Hildebrandt, Schaufeli, de Vet and van der beek (2011) observed that individual work performance is an issue that has not only caught the attention of companies worldwide, but had also ignited a great deal researches in the field of management, occupational health, work and organisational psychology.

Individual performance is of high relevance for organisation and individuals alike. The concept and definition of individual job performance has received scholarly research attention over the past three decades (Sonnentag, Volme & Spsychala, 2010). However, these researches do not seem to have produced a commonly acceptable concept or definition. Koopmans et al (2011) supports this claim when they posit that no clear consensus exists on what exactly constitutes individual work performance. Despite this challenge, individual work performance remains a variable of interests to researchers and organisations. The library environment, especially the academic ones, is becoming highly competitive; and thus desire pro-active response to ensure the relevance and sustenance of qualitative library services to the communities. It is therefore pertinent that university libraries are committed to the enhancement of librarians' job

performance. Social media in the literature has been found to have some relationship with individual job performance.

Lefthenotis and Giannakos (2014) in their study of the use of social media in the insurance industry found that employees extensively use the media; their ages notwithstanding. Their study also confirmed an established relationship between the use of social media and job performance. An earlier study Benneth, Owers, Pitt and Tucker (2010) probed into the use of social media in the workplace (p. 138); the findings revealed that the advantages of social media in the workplace are still underestimated by many organisations. Social media use in the workplace can be an important means of communication among the organisation's internal and external stakeholders which aids knowledge transfer and communication (Bennett et al., 2010, Leader – Chivee & Cowan, 2008). The communication means provided by social media platforms include email, file sharing, blogging, instant messaging, discussion groups and chatting among others. Isheriff (2010) posits that many industries had taken advantage of social media use by adopting it in the workplace; as media use help employees' access to new resources, contacts and information as well as maintain and nurture professional networking.

Social media use has also been found to be useful in the workplace in seeking and locating expertise. Rooskly, Baxter, Cliff, Greenwood, Harvey, Kahn, Keen and Sommerville (2009) suggest that sharing expertise is important for enabling organisational learning, knowing and judging people's capabilities; creating ad-hoc teams to solve time-critical problems, providing better technical assistance, maintaining customer relationships and developing social capital (p.18). Isheriff (2010) sees social media use as impacting on workers' job performance by aiding increased knowledge and awareness of solutions to common problems; quick access to a wider group of peers with ideas and experience in dealing with job-related issues. This, he assumed will aid workers' access to group and timely knowledge, as well as awareness of events or developments which positively affect their work.

Studies have highlighted social media benefits in the workplace. Their submissions point to improved and enhanced job performance with the aid of social media use. Patel and Jasani (2010); and Bughin (2009) identified greater employee satisfaction as a major benefit of social media use in the workplace that improves workers' job performance. Bennett et al (2010) and Leidner et al (2010) identified enhanced collective knowledge, improved knowledge, increased productivity, improved morale, sharpened strategic focus and greater innovation as the benefits of social media use in the workplace. Social media use in the workplace could impact on Librarians' job performance as it supports knowledge sharing, research collaboration, exchange of ideas among others. North (2010) probed into the use of social media in the workplace and found that its use makes workers more productive. In the same vein, Leidner et al (2010) examined the use of social media at an investment/insurance firm based in Texas and found that it assists new employees' integration into the organisation. The study concluded that its use promotes individual and organisational benefits which include a strong sense of organisational commitment, higher morale and high retention rate of entry-level IT workers.



There seems not to be a consensus on the benefits of using social media in the workplace. While some research findings see it as improving performance, some see it as reducing performance. Sherperd, (2011) Accountemps (2010), Nucleus (2009) and Wavecrest (2006) submits that social media use reduces productivity because it can be time wasting and addictive. Others like Patel and Jasani (2010), Leidner et al (2010) and Bennett et al (2010) posit that it increases productivity because it makes employees happier. Studies that claim that use of social media reduces productivity seem to have only looked at the time spent on the use and did not consider the possible indirect benefits like job satisfaction enhancement, higher organisational commitment, higher retention rates and higher innovative behaviour.

The literature reviewed on the relationship between social media use and individual job performance, apart from a few that see social media as negatively affecting individual job performance seem to agree with the views of Mogbel (2002), Linda, Claire, & Vincent et al (2011) which posit that social media use aid job performance.

### **3 THEORETICAL FRAMEWORK**

This study is anchored on Campbell's job performance theory which is an industrial psychology model popularly used in studying individual job performance. The model which was designed by Campbell (1990) attempts defining and predicting workers' job performance. Rather than viewing job performance as a single unified construct, Campbell conceptualized it as a multidimensional construct comprising more than a kind of behaviour.

Campbell (1990) proposed an eight factor model of performance premised on factor analytic research that aimed at capturing existing dimensions of job performance across all jobs. The factors include task specific behaviours which refer to those behaviours that individuals undertake as part of a job. They are the core substantive tasks that delineate one job from the other; non-task specific behaviours which refer to those behaviours that individuals require to undertake tasks that do not pertain only to a particular job and communication which refers to both oral and written communication tasks. It has to do with the activities of evaluating a worker, not on the content of a message necessarily, but on the adeptness with which the communication is delivered. Workers are expected to deliver formal and informal presentations to various audiences in many varying jobs.

Other factors include effort which according to Campbell (1990), predicts the rate to which people commit themselves to job tasks; personal discipline refers to the fact that individuals in the workplace would be expected to be of good behavior, and display respect for rules and regulations and team work which can be measured in terms of an individual's contribution to group assignments; and assistance offered to colleagues. Leadership which can be measured by individual's display of ability to lead or supervise; as the individual will be relied upon to give due direction to subordinates, and responsible for meting out rewards or punishments where necessary and managerial and administrative performance which refers to job that are useful to

the group or organization, but do not involve direct supervision. It involves the setting of organisational goals.

The Campbell theory believes that where workers behaviour vis a vis the factors is high, their job performance will be impressive. If librarians perform highly in job and non-job related tasks, possess high communication skills, and display high level of personal discipline among others, their overall job performance will be high. The implication of this for this study is that where librarians exhibit high quality behaviour using the factors as evaluation parameters, their job performance will have no issues.

## METHODOLOGY

The study employed the survey research design in obtaining necessary data for the research endeavour. The population of the study comprised 393 librarians in the universities in south west zone of Nigeria. The librarians work in the six (6) federal, eight (8) state and twenty-eight (28) private universities in the zone (see Table 1). Total enumeration was adopted for the study because of the small and manageable population of librarians.

**Table 1: Distribution of Respondents.**

	<b>GROUP A: Federal Universities</b>	<b>No of Proposed Respondents</b>
1	Federal University of Technology, Akure	14
2	Federal University, Oye-Ekiti	03
3	Obafemi Awolowo University, Ile-Ife	26
4	Federal University of Agricultural, Abeokuta	24
5	University of Ibadan, Ibadan	38
6	University of Lagos	25
	<b>Group B: State Universities</b>	
7	Adekunle Ajasin University, Akungba	8
8	Ekiti State University	14
9	Ladoke Akintola University of Science & Technology, Ogbomosho	16
10	Ondo State University of Science & Technology, Okitipupa	7
11	Olabisi Onabanjo University, Ago-Iwoye	15
12	Lagos State University, Ojo	10
13	Tai Solarin University of Education, Ijebu-Ode	8
14	Osun State University, Osogbo	12
	<b>Group C: Private Universities</b>	
15	Achievers University, Owo	5
16	Adeleke University, Ede	4
17	Afe Babalola University, Ado-Ekiti	6
18	Ajayi Crowther University, Oyo	5



19	Augustine University, Epe	3
20	Babcock University, Ilishan-Remo	9
21	Bells University of Technology	9
22	Bowen University, Iwo	9
23	Caleb University, Lagos	7
24	Cetep City University	3
25	Chrisland University, Abeokuta	4
26	Christopher University, Mowe	6
27	Covenant University, Ota	19
28	Crawford University, Igbesa	5
29	Crescent University, Abeokuta	6
30	Elizade University, Ilara-Mokin	3
31	Fountain University, Osogbo	4
32	Hallmark University, Ijebu Itete	5
33	Joseph Ayo Babalola University, Ikeji-Arakeji	7
34	Kings University, Ode-omu	3
35	Lead City University, Ibadan	6
36	McPherson University, Seriki-Sotayo	3
37	Mountain Top University, Makogi-Oba	3
38	Oduduwa University, Ipetumodu	7
39	Pan Atlantic University, Lagos	6
40	Redeemers University, Ede	7
41	South-Western University, Okun-Owa	1
42	Wesley University of Science and Technology, Ondo	3

The instrument used in collecting data for this study was the questionnaire. The questionnaire was tagged ‘Questionnaire on Social Media Use and Librarians’ Job Performance Scale’ (SMULJP). It comprised three (3) scales that were used in measuring the variables for the study. The instrument consisted of two parts and three sections. The first part of the questionnaire is Section A which was designed to elucidate demographic characteristics of the respondents. This section comprised eight questions designed to elicit demographic information of respondents. The information desired included the name of institution and name of library, status of the respondent in the library, gender, academic qualification, length of service and area of specialisation. The second part was designed to draw out information on social media use and job performance of librarians. The first section which is Section B was designed by the researcher and it was tagged ‘Librarians’ Job Performance Scale’. It was designed to elicit information on the performance of librarians at their workplace and it consisted of twenty-eight (28) items fashioned after Campbell’s proposed job performance scale and it was measured on a 5 point Likert-type scale. Cronbach alpha method was used to determine the reliability of the scale and result was 0.90 which shows that the instrument was good and reliable.

Section C of the questionnaire tagged “Social Media Use scale” was the researcher-designed scale aimed at eliciting information on librarians’ use of social media for library services. It was

a 19 item Likert-type scale which was measured on 5 point Likert scale. Cronbach alpha method was used to determine the reliability of the scale and result obtained was 0.96 which shows that the instrument was good and reliable.

The data collected was analysed using descriptive statistics for the research questions while regression analysis was used in testing the hypothesis. The hypothesis was tested at 0.05 level of significance using the Statistical Package for Social Sciences (SPSS)

## RESULTS AND DISCUSSION

A total of three hundred and sixty-four (364) copies of the questionnaire were administered on the respondents; three hundred and forty-three (343) copies were retrieved. Only three hundred and twenty-Nine (329) copies were found usable for analysis, as fourteen (14) copies were not properly filled and the responses to the items on the questionnaire were inconsistent. The questionnaire was used for detailed information and qualitative analysis. The results are presented in tables, frequencies and percentages for easy appreciation and understanding. The generated hypothesis for the study was tested using regression analysis.

### Analysis of Research Questions

Three research questions were generated for this study; this section provides the findings to the research questions.

**Research Question 1:** What is the librarians' perceived level of job performance in the universities in the South-West region of Nigeria?

**Table 2: Level of Librarians Job Performance in Universities in the South-West Region of Nigeria**

S/N	Statement	VH (5) Freq/%	High (4) Freq/%	Mod Freq/% (3)	Low (2) req/%	VL (1) Freq/%	Mean	SD
1	Loyalty to the library	164 (49.8%)	147 (44.7%)	18 (5.5%)	-	-	4.44	.60
2	Sense of responsibility	158 (48.0%)	157 (47.7%)	14 (4.3%)	-	-	4.44	.58
3	Control and monitoring of staff in under my supervision without seeking assistance	153 (46.5%)	158 (48.0%)	18 (5.5%)	-	-	4.41	.59
4	Provision of sectional leadership and supervision of subordinate staff	152 (46.2%)	155 (47.1%)	22 (6.7%)	-	-	4.40	.61
5	Ability to work with co-workers	141 (42.9)	172 (52.3%)	16 (4.9%)	-	-	4.38	.58
6	Ability to interpret written and oral communication	153 (46.5%)	142 (43.2%)	34 (10.3)		-	4.36	.66
7	Work with minimal supervision	141 (42.9%)	164 (49.8%)	24 (7.3%)	-	-	4.36	.61

8	Respect for rules and regulations	143 (43.5%)	159 (48.3%)	27 (8.2%)	-	-	4.35	.63
9	Communicating effectively with all categories of staff	134 (40.7%)	176 (53.5%)	19 (5.8%)	-	-	4.35	.59
10	Performance of any duty or library routine, even, when it is not in my section	141 (42.9%)	159 (48.3%)	29 (8.8%)	-	-	4.34	.63
11	Regular and punctual attendance at meetings	139 (42.2%)	161 (48.9%)	29 (8.8%)	-	-	4.33	.63
12	Resourcefulness and creativity	129 (39.2%)	178 (54.1%)	22 (6.7%)	-	-	4.33	.60
13	Contribution to the overall development of the library	126 (38.3%)	181 (55.0%)	22 (6.7%)	-	-	4.32	.59
14	Ability to clearly communicate with colleagues and clients in writing	126 (38.3%)	180 (54.7%)	23 (7.0%)		-	4.31	.60
15	Application of professional and technical knowledge to library tasks and services	140 (42.6%)	159 (48.3%)	38 (11.6%)		-	4.31	.67
16	Effective use of library resources to achieve tasks	113 (34.3%)	197 (59.9%)	19 (5.8%)		-	4.29	.57
17	Punctuality and regularity at work	131 (39.8%)	164 (49.8%)	34 (10.3%)	-	-	4.29	.64
18	Understanding and execution of library routines	101 (30.7)	215 (65.3%)	13 (4.0)		-	4.27	.53
19	Ability to encourage and train subordinates	106 (32.2%)	203 (61.7%)	20 (6.1%)	-	-	4.26	.56
20	Ability to make oral presentations	109 (33.1%)	192 (58.4%)	27 (8.2%)	0.3%	-	4.24	.61
21	Demonstration of professionalism and integrity	88 (26.7%)	214 (65.0%)	27 (8.2%)		-	4.19	.56
22	Meeting approved goals and tasks completion in my section within earliest time desirable	109 (33.1%)	176 (53.5%)	43 (13.1%)	0.3%	-	4.19	.66
23	Respond appropriately to feedback on job performance	97 (29.5%)	197 (59.9%)	35 (10.6%)	-	-	4.19	.61
24	Accuracy, dependency and neatness of my job presentations	95 (28.9%)	197 (59.9%)	37 (11.2%)		-	4.18	.61
25	Meeting deadlines, even, under pressure	94 (28.6%)	201 (61.1%)	34 (10.3%)	-	-	4.18	.60
26	Delivery of assigned duties on schedule not minding the volume	90 (27.4%)	205 (62.3%)	34 (10.3%)	-	-	4.17	.59
27	Application of administrative knowledge to library tasks and services	87 (26.4%)	206 (62.6%)	35 (10.6%)	0.3%	-	4.15	.60
28	Being conscious of the welfare of my colleagues	90 (27.4%)	181 (55.0%)	58 (17.6%)	-	-	4.10	.66
29	Anticipation of challenges and provision of solution in advance	47 (14.3%)	215 (65.3%)	65 (19.8%)	0.6%	-	3.93	.60

Keys: VH – Very High, H – High, Mod – Moderate, L – Low, VL – Very Low, Mean ( $\bar{x}$ ), and S.D – Standard Deviation

Table 2 shows the result of the analysis of the level of librarians' job performance. It reveals that the librarians indicated that their job performance is high with an average mean of 4.28; as their indications on their application of professionals and technical knowledge to library tasks and services reveal ( $\bar{x} = 4.31$ , S.D = 0.67); application of administrative knowledge ( $\bar{x} = 4.15$ , S.D = 0.60), understanding and execution of library routines ( $\bar{x} = 4.27$ , S.D = 0.53); and effective use of library resources to achieve tasks ( $\bar{x} = 4.29$ , SD = 0.57) for job specific tasks. For non-job specific tasks – anticipation of challenges and provision of solution in advance ( $\bar{x} = 3.93$ , SD = 0.68), accuracy, dependency and neatness of job presentation ( $\bar{x} = 4.18$ , SD = 0.61), and demonstration of presentation and integrity ( $\bar{x} = 4.19$ , SD = 0.56). The table also reveals that for job performance communication ability to make oral presentation ( $\bar{x} = 4.24$ , SD = 0.61), ability to clearly communicate with colleagues and clients in writing ( $\bar{x} = 4.31$ , SD = 0.60), and ability to interpret written and oral communication ( $\bar{x} = 4.36$ , SD = 0.66).

Table 2 also revealed that librarians meet approved goals and tasks within earliest time desirable ( $\bar{x} = 4.19$ , SD = 0.66); meet deadlines even under pressure ( $\bar{x} = 4.18$ , SD = 0.60), and deliver assigned duties on schedule ( $\bar{x} = 4.17$ , SD = 0.59). On personal discipline – punctuality and regularity at work ( $\bar{x} = 4.29$ , SD = 0.64), respect for rules and regulations ( $\bar{x} = 4.35$ , SD = 0.63), loyalty to the library ( $\bar{x} = 4.44$ , SD = 0.60) and sense of responsibility ( $\bar{x} = 4.44$ , SD = 0.58). On peer and team work, librarians contribute to the overall development of the library ( $\bar{x} = 4.32$ , SD = 0.59), ability to work with co-workers ( $\bar{x} = 4.38$ , SD = 0.58), perform any duty or library routine even when not in their section/unit ( $\bar{x} = 4.34$ , SD = 0.63); and ability to encourage and train subordinates ( $\bar{x} = 4.26$ , SD = 0.56). Also revealed in table 2 is that librarians work with minimal supervision ( $\bar{x} = 4.36$ , SD = 0.61), control and monitor subordinates ( $\bar{x} = 4.41$ , SD = 0.59); and provide sectional leadership ( $\bar{x} = 4.40$ , SD = 0.61). They are conscious of their subordinates welfare ( $\bar{x} = 4.10$ , SD = 0.66).

It could be inferred that perceived job performance of librarians in universities in South-west zone is high; as the mean for each of the items ranges between 4.10 and 4.44 which falls in the 'high' category of the rating scale. It is only on the item that sought their rating on their 'anticipation of challenges and provision of solution in advance that the mean is 3.93 which also fall in the 'good' performance category of the scale. Thus overall, it can be deduced that they perceived that they are very good in the performance of their jobs, as the average mean of their performance is 4.28 which falls into the 'high' category.

**Research Question 2:** What use do librarians put social media to in the universities in South-West, Nigeria?

**Table 3: Uses of Social Media by Librarians.**

S/N	Items	SA (5) Freq/%	A (4) Freq/%	D (3) Freq/%	SD (2) Freq/%	NA (1) Freq/%	Mean	SD
1	Information on developments within the university are freely shared on library's	119 (36.2%)	205 (62.3%)	05 (1.5%)	-	-	4.35	.51

	social media platforms							
2	Library services are marketed through social media platforms	132 (40.1%)	166 (50.5%)	28 (8.5%)	03 (0.9%)	-	4.30	.66
3	Request for information/documents are encouraged on the library's social media platforms	104 (31.6%)	219 (66.6%)	06 (1.8%)	-	-	4.30	.50
4	Library social media links are regularly shared with the university community	109 (33.1%)	211 (64.1%)	06 (1.8%)	03 (0.9%)	-	4.29	.55
5	Relevant information links are often shared on the library's social media platforms	96 (29.2%)	228 (69.3%)	05 (1.5%)	-	-	4.28	.48
6	The library manages social media group platforms where library interacts with users.	92 (28.0%)	233 (70.8%)	04 (1.2%)	-	-	4.27	.47
7	Library news and issued bulletins are circulated on the social media platforms	90 (27.4%)	234 (71.1%)	04 (1.2%)	01 (0.3%)	-	4.26	.48
8	Library programmes and events are advertised on library social media platforms	89 (27.1%)	234 (71.1%)	06 (1.8%)	-	-	4.25	.48
9	New library resources arrival are announced on the library's social media platforms	88 (26.7%)	233 (70.8%)	07 (2.1%)	01 (0.3%)	-	4.24	.49
10	Peculiar relevant information/ document are shared through social media to individual and groups that may find them useful	88 (26.7%)	231 (70.2%)	10 (3.0%)	-	-	4.24	.49
11	Frequently asked questions section are created on the library's social media platforms	92 (28.0%)	220 (66.9%)	17 (5.2%)	-	-	4.23	.53
12	Referrals are made on the social media platforms based on feedbacks received	86 (26.1%)	233 (70.8%)	10 (3.0%)	-	-	4.23	.49
13	Individuals are encouraged to request for their study peculiar information/document	84 (25.5%)	237 (72.0%)	08 (2.4%)	-	-	4.23	.48
14	Social media platforms are used for library outreach services.	72 (21.9%)	257 (78.1%)	-	-	-	4.22	.41
15	Reference queries are attended to on social media platforms	90 (27.4%)	224 (68.1%)	14 (4.3%)	01 (0.3%)	-	4.22	.53
16	Library portal link is regularly shared on the social media	85 (25.8%)	227 (69.0%)	17 (5.2%)	-	-	4.21	.52
17	Electronic/online links are frequently shared on the social media platforms	80 (24.3%)	232 (70.6%)	17 (5.2%)	-	-	4.19	.51
18	Links to library services are shared through social media platforms	102 (31.0%)	195 (59.3%)	07 (2.1%)	25 (7.6%)	-	4.14	.79
19	Downloaded documents are often shared on the library's social media platforms.	67 (20.4%)	227 (69.0%)	31 (9.4%)	04 (1.2%)	-	4.09	.58
	Grand Mean						4.24	

**Key: SA- Strongly Agree, A- Agree, D- Disagree, SD- Strongly Disagree and NA Not Applicable.**

Table 3 presents the use of social media in universities in South-West zone of Nigeria. It reveals that librarians use social media to deploy library and information services, as the average mean is 4.24. They indicate using it for library services marketing ( $\bar{x} = 4.30$ ,  $SD = 0.66$ ), links to library

services are shared through social media ( $\bar{x} = 4.14$ ,  $SD = 0.79$ ), library social media links are regularly shared with the community ( $\bar{x} = 4.29$ ,  $SD = 0.55$ ), social media links are used for library outreach services ( $\bar{x} = 4.22$ ,  $SD = 0.41$ ); and library news and bulletins are circulated on the social media ( $\bar{x} = 4.26$ ,  $SD = 0.48$ ). Table 3 also revealed that librarians indicate that they use social media for current awareness services – new library resources arrival are often shared on the library’s social media platforms ( $\bar{x} = 4.24$ ,  $SD = 0.49$ ); for reference services – frequently asked questions are created on the library’s social media platforms ( $\bar{x} = 4.23$ ,  $SD = 0.53$ ), request for information/documents are encouraged on the library’s social media ( $\bar{x} = 4.30$ ,  $SD = 0.50$ ) and reference queries are attended to on social media platforms ( $\bar{x} = 4.22$ ,  $SD = 0.53$ ). They also claim to use them for electronic resources sharing, downloaded documents are often shared on the library’s social media ( $\bar{x} = 4.09$ ,  $SD = 0.58$ ) and for selective dissemination of information – peculiar relevant information/document are shared through social media to individuals and groups that may find them useful ( $\bar{x} = 4.24$ ,  $SD = 0.49$ ). Table 3 reveals a mean ranging from 4.14 and 4.35. This shows that the librarians agree to use social media for library job tasks.

**Research Question 3:** How often do librarians use social media for tasks and services in the universities in South-West, Nigeria?

**Table 4: Frequency of Social Media Use for Library Tasks and Services**

	Frequency	Percent (%)
Never	8	2.4
Monthly	8	2.4
Twice a week	3	0.9
Daily	310	94.2
Total	329	100

Table 4 reveals that majority of librarians use social media daily 310 (94.2%) while just 03 (0.9%) use it twice a week. 08 (2.4%) use it monthly. This shows that librarians in the universities use social media regularly in deploying library services.

**Research Question 4:** What social media do librarians use for library tasks and services?

**Table 5: Social Media Used by Librarians for their Tasks and Services**

Medium	Frequency		Total	Rank
	Yes (%)	No (%)		
Facebook	308 (93.6%)	21 (6.4%)	329 (100%)	1 <sup>st</sup>
Whatsapp	264 (80.2%)	65 (19.8%)	329 (100%)	2 <sup>nd</sup>
Twitter	172 (52.3%)	157 (47.7%)	329 (100%)	3 <sup>rd</sup>
Blog	114 (34.7%)	215 (65.3%)	329 (100%)	4 <sup>th</sup>
Instagram	101 (30.7%)	228 (69.3%)	329 (100%)	5 <sup>th</sup>
Telegram	95 (28.9%)	234 (71.1%)	329 (100%)	6 <sup>th</sup>



Table 5 reveals the social media used by librarians to deploy library services, and they include Facebook which is the most popular as it ranked first with majority 308(93.6%) of the librarians claiming to use it. Whatsapp and Twitter ranked second and third respectively. Blog ranked fourth, Instagram and Telegram ranked fifth and sixth respectively. Findings as revealed imply that Facebook is the most popular social medium among librarians in South-west, Nigeria.

**Research Question 5:** What challenges do librarians face in using social media for tasks and services?

**Table 6: Challenges Librarians Encounter in Using Social Media for Library Tasks and Services.**

SN	Challenges	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	Rank
1	<i>Distraction from core services</i>	57(17.3%)	105 (31.9%)	53 (16.1%)	77 (23.4%)	37 (11.2%)	1st
2	<i>High cost of data</i>	30 (9.1%)	109 (33.1%)	60 (18.2%)	115 (35.0%)	15 (4.6%)	2nd
3	<i>Non-provision of internet by libraries</i>	25 (7.6%)	99 (30.1%)	114 (34.7%)	73 (22.2%)	18 (5.5%)	3rd
4	<i>It is time consuming</i>	24 (7.3%)	96 (29.2%)	98 (29.8%)	93 (28.3%)	18(5.5%)	4th

Table 6 reveals that challenges faced by librarians in using social media for tasks and services include perceived distraction from other core services. This ranked first among the challenges. Other challenges include high cost of data (second), non-provision of internet service by libraries (third) and that it could be time consuming (fourth). These challenges are not strong enough to discourage librarians from deploying their services on social media; however university libraries should find solutions to the challenges.

### Test of Hypothesis

**Hypothesis One:** There is no significant influence of social media use on job performance of librarians.

**Table 6: Regression Analysis Showing Social Media Use and its Influence on Job Performance of Librarians**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
1 (Constant)	84.574	7.603		11.124	.000
Social Media Use	.375	.072	.277	5.215	.000

**$R^2 = 0.111$ ,  $F = 27.197$**

Table 6 presents the analysis of influence of social media use on librarians' job performance. The relative contribution of the independent variable (Social Media Use) to the dependent variable (Job Performance of Librarians) expressed as beta weights, ( $\beta = .375$ , ;  $t = 5.215$ ;  $P < .05$ ) indicates that significant influence exists between social media use and job performance of librarians. Social media actually accounted for 11.1% of the total variation on job performance of librarian ( $R^2 = 0.111$ ,  $P < 0.05$ ). Therefore, the null hypothesis is hereby rejected. The inference drawn is that social media use will positively influence librarians' job performance in universities in South-West zone of Nigeria.

### Discussion of Findings

This study investigates social media use as a determinant of librarians' job performance in the universities in South-West of Nigeria. Five research questions were answered and one research hypothesis was tested. The discussion of findings was based on the results of the research questions and hypothesis of the study. The five research questions and one hypothesis were formulated to establish the influence of the independent variable (social media use) on the dependent variable (librarians' job performance) in university libraries in south west zone of Nigeria.

This study sought to establish the perceived level of librarians' job performance in universities libraries in the South-West of Nigeria. Findings indicate that librarians in the universities perform highly not just in the area of job specific tasks; they also perform well in the area of non-job specific tasks, communication, discipline, effort demonstration, peer and team work, supervision/leadership and management/administration. Overall, it was discovered that librarians' job performance is high. The finding agreed with that of Aboyade and Popoola (2017) which found that librarians' job performance in federal universities in Nigeria is high. The finding also corroborates that of Ugwu and Ugwu (2017) which found high job performance among librarians in the South-East of Nigeria, whereas the finding is at variance with the findings of Amusa, Iyoro and Ajani (2013) that discovered that librarians' job performance in the public universities in the south-west was just fair. The study's findings on librarians' job performance also disagrees with the assumption of Igbinovia and Popoola (2016) that academic libraries in Nigeria have experienced a decline in the level of library use as a result of poor services rendered by library personnel; and in which they opined that it is the result of poor job performance. The difference in the findings could be that this particular study only investigated the job performance of librarians in the universities while those in other academic institutions like Colleges of

Education, Polytechnics, and Monotechnics were not considered. The variance in the studies could lead to the assumption that some other factors, aside librarians' job performance contribute to the decline in the level of library use by members of the university community; as librarians in the universities claimed to perform highly in the application of professional and technical knowledge to library tasks and services. They also effectively and efficiently use library resources to achieve tasks. However, librarians' job performance could be challenged where library management fails in providing adequate resources for the use of the librarians.

The research also probed into the purposes librarians put social media to in the universities in South-West of Nigeria. The study reveals that librarians in the universities use social media for library marketing and outreach services; they market their library services on social media, they share library services links on the platform while they use the platforms for programmes and events advertising. They also use the social media for library news and bulletins distribution. Librarians practising in the universities in the region also use social media for current awareness services (CAS) through the dissemination of information on new library resources arrival. Social media is also used by librarians for reference services by the creation of frequently asked questions (FAQ) sections on the social media and encouraging library clients to request for information and documents on the library's social media. The platforms are also used for electronic resources sharing by downloading relevant documents and making such available on the social platforms; by sharing library and other online links on various social media of the library. Librarians also use the platform for selective relevant information/document to peculiar groups and individuals using the social media. This study's findings confirm Burkhardt's (2010) and Kemrajh's (2013) positions that academic libraries have taken the opportunity of social media to disseminate information, market services, and promote their services. The findings of this study also corroborate the findings of Barporhonor and Olise (2015) as well as those of Adewojo and Mayowa-Adebara (2016) which confirm that librarians use social media to promote library and information services.

The study also investigated the frequency of use of social media for library tasks and services by librarians. Findings of the study reveals that librarians use social media daily for the deployment of their services, as 94.2% of the respondents claim they use it daily. The study also probed into the social medium librarians use for their job related tasks and services, and the findings revealed that facebook is the most used medium, closely followed by whatsapp, twitter and blogs. The study also revealed that the challenges encountered by librarians in the course of using social media for job related tasks and services include distraction from core services, high cost of data and non provision of internet services. The study using regression analysis found that social media use influence librarians' job performance.

## **Conclusion and Recommendations**

Librarians' job performance in universities are influenced by factors which could be demographic, technological, psychological or organizational. However, this study investigated a

technology-related variable – social media use as a determinant of librarians' job performance in universities in South-West Nigeria. It was found that the librarians have high level job performance and that they use social media for library services and tasks. High level job performance is an important factor for individual librarians and the university libraries they serve. The librarians will not only be fulfilled for performing well, high job performance will give them recognition by the library management and colleagues. Recognition by management will also enhance their career advancement. The university libraries benefit from high job performance of librarians as that translates to high organizational performance which will manifest in quality library and information services delivery. Use of social media in deploying library services will attract university community members to the library as it offers librarians the opportunity of delivering library and information services via individual's mobile device. Such information is instantly accessed by the targeted audience with opportunity to give instant feedback where necessary. Enquiries, information, requests and clarifications can be made by library clients through same media.

Social media use impacts on librarian's job performance. The flexibility of the media encourages instant posting, updating, sharing and dissemination of information online with opportunities for feedback and contributions which make the media a good marketing and outreach platform for libraries to reach their diverse users. It is, therefore, expedient that university libraries exploit these platforms to easily and cheaply reach their clients, many who are technology savvy. University libraries can employ the friendly interface of the social media to get real and useful information to users while also engaging them by marketing library services through the media. This study, therefore, recommends that library managements should take stock of their libraries' use of social media for library tasks and services, and see the existing gap with a view to addressing the weaknesses observed. University libraries should also have documented policy on their intended use of social media for library services. University library managements should initiate continuous in-service trainings for librarians on the use of social media for their services; as ICT platforms will continue to evolve, as such the need to keep librarians abreast of developments should be a major concern for library managers. There is also the need for the Nigeria Library Association, its various chapters and the Librarians Registration Council of Nigeria to provide more training opportunities in the area of social media application to library and information services delivery.

### **Limitation of the Study**

The major limitation of this study is the reliance on perception of librarians in rating what seems like self assessment. The findings are the result of their perceptions.

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