Task Allocation and Employee Productivity of Librarians in Enugu State

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Abstract

The study examined the Task Allocation and Employee Productivity of Librarians in Enugu State. The specific objectives are to: Examine the relationship between Job Analysis and Work Quality; and evaluate the relationship between Workload Distribution and Task Completion Rate of librarians in Enugu State. The total population for the study was two hundred and seventeen (217). The study made use of the whole due to its small number. A survey design was adopted for the study. Instrument used for data collection was the questionnaire. One hundred and ninety seven (197) copies of questionnaire were properly completed and returned. Data was presented and analyzed and Z − test, to test the hypotheses. The findings indicated that Job Analysis had significant positive relationship with Work Quality Z(9.387, P. < .05) and Workload Distribution had significant positive relationship with task Completion Rate of librarians in Enugu State, Z(7.036, P. < .05). The study concluded that Job Analysis and Workload Distribution had significant positive relationship with Work Quality and task Completion Rate of librarians in Enugu State. The study recommended among others that to improve the work quality of librarians, a comprehensive job analysis be conducted. This analysis will provide insight into the tasks, responsibilities, skills, and performance standards necessary for optimal service delivery.

Keywords: *Employee Productivity**, Job Analysis, Task Allocation, Task Completion Rate**, Work Quality**, Workload Distribution.*

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Introduction

In the evolving landscape of information services, libraries have transcended the traditional role of information storage to become dynamic centers of knowledge dissemination, research, and user engagement. As libraries expand their functions, the role of librarians becomes increasingly complex, requiring effective task allocation to ensure optimal service delivery. Task allocation refers to the systematic distribution of duties, responsibilities, and work assignments among employees based on skills, expertise, and institutional goals. In libraries, this encompasses cataloguing, reference services, information literacy training, digitization, and administrative responsibilities, among others (Ukwoma & Dike, 2020).

Employee productivity, on the other hand, denotes the efficiency and output level of staff in relation to their assigned duties. For librarians, productivity is often measured by the quality of services rendered, speed of task completion, innovation in information service delivery, and user satisfaction. Productivity is influenced by several factors including task clarity, workload balance, motivation, work environment, and professional development (Onuoha & Subair, 2019). In library systems, especially in government-owned or academic institutions, misalignment in task allocation can lead to role conflict, job dissatisfaction, and diminished productivity, ultimately affecting library performance and user satisfaction.

Research shows that when tasks are allocated according to staff competencies and interests, it results in improved job satisfaction and efficiency. According to Anyanwu et al. (2018), a well-structured task allocation system leads to enhanced staff morale and better organizational performance. Conversely, task overload or mismatched roles can result in stress, errors, and absenteeism, thereby reducing the overall productivity of the organization (Eze & Nwosu, 2017). This makes effective task allocation an essential component of library human resource management, particularly in regions with resource constraints like Enugu State.

In the context of Enugu State, public and academic libraries face significant challenges such as limited personnel, infrastructural deficits, and budgetary constraints, which complicate task distribution and management. Librarians in the region often perform multiple roles without adequate support, leading to burnout and reduced service quality (Okoro, 2021). As institutions in Enugu State seek to enhance their library services in response to digital transformation and increased academic demand, understanding the link between how tasks are allocated and the resultant productivity of librarians becomes crucial. Strategic task allocation not only enhances employee engagement but also improves knowledge-sharing practices and library user outcomes. They argue that modern libraries must move beyond traditional staffing models and embrace data-driven workload distribution to align with current information service demands (Chigbu & Nwachukwu, 2022)

Moreover, the integration of ICT tools in libraries has introduced new roles such as digital curation, online reference services, and virtual training. These roles require specialized skills, thus making traditional random or hierarchical task assignment ineffective. Task allocation, therefore, must be responsive to technological advancements and staff capacity in order to ensure productivity (Agbo & Nwokedi, 2020). Inadequate alignment between tasks and librarian competencies in Enugu State could hinder innovation and stagnate the library's contribution to educational development.

Despite the importance of task allocation in enhancing productivity, few empirical studies have examined this relationship within the context of librarianship in Enugu State. Most existing research has focused on broader human resource issues or general library service delivery without delving into how task assignment practices impact employee effectiveness. This study seeks to bridge that gap by exploring how task allocation strategies affect the productivity of librarians in Enugu State.

Thus, the objective of this study is to evaluate the relationship between task allocation and employee productivity among librarians in Enugu State, with the goal of proposing strategic improvements in staff deployment to optimize library services. It will investigate current task allocation practices, their alignment with librarians' skills, and the resultant effects on job performance and service delivery outcomes.

Statement of the Problem

Proper task allocation ensures that librarians are assigned roles that match their specific skills, training, and interests. This increases job satisfaction and allows them to perform tasks more efficiently. A librarian skilled in digital archiving will be more productive if assigned to manage the digital repository, rather than circulation duties. Strategic task assignment enhances specialization and professional growth. Effective task distribution ensures that all areas of library services are adequately covered, from reference services to user education and cataloguing. When tasks are well-distributed, delays are minimized, leading to timely and high-quality services to patrons. Proper workload distribution improves mental well-being and reduces absenteeism, which in turn boosts.

Libraries play a vital role in information dissemination, academic support, and lifelong learning. However, the efficiency and productivity of librarians, who are central to library operations, largely depend on how tasks are allocated and managed within the workplace. In Enugu State, libraries both public and academic continue to face growing demands for digital services, research support, and user engagement. This changing landscape places significant pressure on librarians to perform efficiently and adapt to diverse responsibilities. Yet, anecdotal evidence and preliminary observations suggest that there are disparities in how tasks are distributed among librarians, potentially leading to underutilization, role ambiguity, burnout, and reduced job satisfaction.

In many library institutions across Enugu State, task allocation appears to be influenced more by traditional hierarchy or subjective judgment than by systematic evaluation of staff strengths, specialization, or workload capacity. Some librarians are burdened with multiple roles such as cataloguing, user services, and digital archiving while others remain under-engaged. This imbalance may result in inefficiencies, reduced service quality, and overall poor employee productivity. Moreover, the absence of structured task allocation frameworks and performance monitoring systems hinders the ability of library managers to assess the effectiveness of their workforce and make data-driven decisions. Based on this, the study evaluated Task Allocation and Employee Productivity of Librarians in Enugu State.

Objectives of the Study

The main objective of the study was to evaluate Task Allocation and Employee Productivity of Librarians in Enugu State. The specific objectives are to:

i.   Examine the relationship between Job Analysis and Work Quality of librarians in Enugu State
ii. Evaluate the relationship between Workload Distribution and Task Completion Rate of librarians in Enugu State

Research Questions

The following research questions guided the study

i.   What is the relationship between Job Analysis and Work Quality of librarians in Enugu State?
ii. What is the relationship between Workload Distribution and Task Completion Rate of librarians in Enugu State?

Statement of the Hypotheses

The following Hypotheses guided the study

    i.   Job Analysis has relationship with Work Quality of librarians in Enugu State
    ii.   Workload Distribution has relationship and Task Completion Rate of librarians in Enugu State

Significance of the study

    i.   **Librarians:** Librarians will understand how better task allocation can reduce burnout, clarify job roles, and enhance performance. When tasks are well-distributed, stress levels are reduced, leading to higher job satisfaction. Insights into optimal task structures may open doors for training and career growth.
    ii.   **Educational Institutions:** Universities and colleges can adopt the study's findings to improve task allocation in academic libraries. Results may inform internal guidelines on workload management and employee engagement.
    iii.   **Researchers and Scholars:** Foundation for Further Study: The work provides a basis for future research into HR practices in libraries and other public service institutions.

Review of Related Literature

Conceptual Review

Task Allocation

Task Allocation refers to the process of assigning specific tasks or responsibilities to individuals, teams, or resources to achieve organizational goals. It is a crucial aspect of project management, human resources management, and team dynamics. Effective task allocation ensures that tasks are distributed based on skill sets, capacity, and expertise, leading to improved productivity, efficiency, and the successful completion of goals (Sharma, Singh, & Tiwari, 2021). A well-organized task allocation process fosters teamwork and encourages collaboration, as team members are clear about their roles and responsibilities (Lee & Kim, 2020). Proper task allocation ensures that individuals are held accountable for their assigned tasks, leading to more focused and goal-oriented efforts (Chen & Zhang, 2022). Task allocation aligns with organizational strategies, ensuring that the right skills are applied to the most critical tasks, thereby contributing to organizational success (Adams & Gupta, 2021).

Components of task Allocation that formed part of the objectives of the study

Job Analysis

Job analysis in the library refers to the systematic process of identifying and describing the specific duties, responsibilities, skills, qualifications, and performance expectations for various positions within the library system. This process is essential for ensuring that libraries hire the right individuals for each role and align job functions with organizational goals (Siegfried, 2020). It also helps in designing job descriptions, recruiting and selecting staff, and evaluating job performance.

It is identifying the core responsibilities related to library operations such as cataloging, user assistance, circulation, and information retrieval (Lorenzen & Richards, 2019). It is specifying the necessary skills and qualifications for various roles, such as technical expertise for managing library systems or strong customer service skills for interacting with patrons (Kennedy & St. John, 2021). Describing the work environment, which may include physical demands (e.g., lifting books), work hours, and health and safety considerations are also inclusive in the analysis(Siegfried, 2020) and establishing measurable standards for job performance, such as accuracy in task completion and the quality of service delivered to library patrons (Lorenzen & Richards, 2019).

Workload Distribution

Workload distribution in the library refers to the systematic allocation of tasks, responsibilities, and duties among library staff to ensure efficient and effective service delivery. It involves assigning specific roles such as cataloguing, circulation, user services, reference services, acquisitions, and digital services in a way that promotes productivity, avoids overburdening individuals, and enhances the performance of the library as a whole. In recent literature, workload distribution has been described as a key factor in staff satisfaction, library efficiency, and user satisfaction. According to Okon and Akpan (2021), effective workload distribution ensures that library tasks are managed in alignment with staff capabilities, availability, and the goals of the institution, reducing burnout and promoting better service outcomes. Similarly, equitable task allocation enhances teamwork, accountability, and job satisfaction among library personnel, (Udo-Anyanwu and Okezie, 2022). Modern libraries, particularly in academic and digital contexts, face evolving demands due to the integration of ICTs, which has added complexity to workload management. Eze and Ugwuanyi (2023) highlight that with the increasing digital transformation in libraries, workload distribution must now consider both physical and virtual responsibilities, such as managing online databases, virtual reference services, and digital content curation. Workload distribution in the library is the organized allocation of tasks to staff to ensure smooth operations, and recent scholarship highlights its importance in maintaining staff well-being, adapting to digital demands, and improving service delivery.

Employee Productivity

Employee productivity in the library refers to the efficiency and effectiveness with which library staff carries out their responsibilities and tasks to achieve the institution's goals. It is a measure of how well employees utilize their time, skills, and resources to provide library services, including cataloguing, circulation, reference services, and user support. Employee productivity in the library involves the ability of library personnel to deliver high-quality services within set timelines, which directly influences users' satisfaction and institutional performance. This encompasses both qualitative and quantitative aspects of work, such as the number of books processed, users assisted, and programs organized, (Onifade & Ogunniyi, 2021).

Employee productivity in academic libraries is linked to staff motivation, availability of technological tools, and professional development. They note that higher productivity is observed when librarians are provided with conducive working environments and are well-trained in the use of digital resources (Chukwuemeka & Igwe, 2022). Similarly, employee productivity in libraries is the output level of staff in relation to the resources available to them, including time, technology, and managerial support. Their study shows that productivity is not only about the quantity of work done but also about innovation, creativity, and user engagement in library operations (Okonkwo & Adetunji, 2023). Moreover, Nnadozie and Ezeani (2024) argue that employee productivity in modern libraries goes beyond routine tasks. It includes adaptability to emerging information technologies, contribution to institutional research, and active participation in knowledge dissemination. They suggest that employee productivity should be measured by both traditional performance indicators and new metrics related to digital engagement and information literacy programs.

Components of Employee Productivity that formed part of the objectives of the study

Work Quality

Work quality in the library refers to the standard, efficiency, accuracy, and effectiveness with which library services and tasks are performed to meet users' information needs. It encompasses service delivery, staff performance, resource management, user satisfaction, and technological application within the library system. Work quality in libraries is often measured by how effectively library staff carry out tasks such as cataloging, circulation, reference services, and digital access provision. The quality of library work is directly linked to timely and accurate services that meet users' expectations and improve academic outcomes, (Owolabi & Igbinovia, 2022). Work quality in the library is reflected in the ability to satisfy users' information needs through well-organized collections, accessible

systems, and responsive staff. High-quality work involves user satisfaction and consistent performance evaluation (Lawal & Olajide, 2021).

With the increasing adoption of ICT, work quality also involves the effective use of digital tools, databases, and online services to support learning and research. Libraries must ensure that their digital services are reliable, fast, and user-friendly (Eze & Uzoigwe, 2020). The competence and motivation of library personnel are crucial to work quality. Akinyemi and Popoola (2019) emphasize that training, workload balance, and job satisfaction directly influence the quality of work performed in libraries.

Task Completion Rate

Task Completion Rate (TCR) in the context of a library refers to the percentage of users who successfully complete specific assigned tasks during their interaction with the library system, services, or resources. These tasks may include locating a book, accessing a database, using digital services, borrowing or returning materials, or getting reference help. TCR is a key performance metric for evaluating the effectiveness, usability, and user satisfaction of library services and interfaces.

Task completion rate is a crucial usability metric that reflects how well a library's resources and services support users in achieving their goals, particularly in digital and hybrid library environments. High completion rates often indicate intuitive interfaces, accessible resources, and supportive staff, while low rates suggest usability issues or lack of adequate support (Odu & Afolabi, 2022). TCR is also used to measure the efficiency of digital library platforms, as noted by Nwokedi and Igwesi (2023), who emphasized that a well-designed library system should enable users to complete tasks with minimal help, time, and effort. Monitoring TCR allows librarians to identify areas where users struggle, such as search tools or navigation, and to make improvements that enhance the overall user experience. Furthermore, in academic libraries, task completion rate is aligned with user-centered service delivery, ensuring that library operations directly support the learning and research goals of students and faculty. Eze and Ogbodo (2021) highlighted that understanding TCR helps librarians redesign services that are more responsive to users' academic needs.

Theoretical Framework

The Job Characteristics Theory (JCT) by Hackman and Oldham (1975) is a well-established theory in organizational psychology and job design. It focuses on how the structure and characteristics of a job affect employee motivation, satisfaction, and performance. The theory proposes that certain core job characteristics can enhance internal work motivation and lead to positive outcomes.

Core Components of the Job Characteristics Theory are :–

Skill Variety: The degree to which a job requires a variety of different skills and talents. Jobs with more variety are more stimulating.

Task Identity: The extent to which a job involves completing a whole and identifiable piece of work. Employees feel more pride when they can see the final product.

Task Significance: The impact the job has on other people. Jobs with high significance are more meaningful.

Autonomy: The level of freedom, independence, and discretion the employee has in scheduling work and determining procedures and Feedback: The extent to which the job provides clear and direct information about performance effectiveness.

Empirical Review

Ugwu & Ugwu (2017) conducted a study determining the relationship between demographic variables and the job performance of librarians in university libraries in South East Nigeria. The study was based on correlational research design. A total of 100 Librarians working as supervisors in the university libraries participated in the study. The instrument for data collection was questionnaire. Mean, Standard Deviation (SD) and Spearman's ranked order coefficient were used to analyze the data collected while ANOVA and multiple regressions were used to test the hypotheses at 0.05 probability levels. The findings revealed high job performance of librarians with respect to both their task and extra roles. The results of the study also showed that only age, education, job position and work experience were found to be significant predictors of librarians' task-based and contextual performance with education as the most significant predictor. These four variables were found to contribute as much as 56% of the variations in the overall job performance of librarians, while the remaining 44% could be explained by other factors.

Mojisola (2022) investigated emotional intelligence and self-efficacy as determinant of job performance of library staff in LAUTECH, Ogbomoso. The study adopted descriptive survey research design and a sample of 54 was selected using total enumeration sampling technique. A self-developed questionnaire tagged "Emotional Intelligence and Self-efficacy as Determinant of Job Performance of Library Staff' Scale" was used to collect data from the respondents. Out of 54 copies of the questionnaire administered, 53 copies were completely filled and returned giving 98.2% response rate. Data collected for the four research questions were analysed using frequency counts and percentages while PPMC and multiple regression were used to test the three null hypotheses of the study. The study found that the level of job performance of the respondents is high. The study also found that the level of emotional intelligence of the respondents is high and majority of them hold positive opinion about themselves. The study further revealed that inadequate provision of basic needs for the work; poor conducive work environment; and power failure are some of the barriers to the effective job performance of library staff. The study also established that the combination of emotional intelligence and self- efficacy had influence on the job performance of the respondents.

Abdullahi & Omopupa (2022), conducted a study aimed to identify various motivational strategies for work productivity and their components on library staff in selected tertiary institutions in Ogun State, Nigeria. The study population comprises all the library staff in five selected University libraries. Total enumeration sampling techniques were used to select a sample of 105 respondents and were collected using a questionnaire. One research question and hypothesis are used with descriptive and inferential statistical tests applied to extract inferences from data. Results revealed that the most challenging task for the managers of a library and information center was to identify the factors which can motivate the library staff. Managers have to understand the behaviour of staff at work as work behaviour is a clear indicator of what their work needs. The results further revealed that library managers made efforts to be satisfied with the various work behaviours of the workers in an organization. It also showed how those behaviours are related to the needs of users they try to satisfy with different motivation strategies in different situations. The study concludes that library staff is proficient in work motivation with a high level of motivation. It also found a significant relationship between motivation and work productivity of library staff.

Okonoko, et al., (2022) conducted a study the rewards and recognition of librarian's job performance in some selected university libraries in South-South, Nigeria. A descriptive survey method was adopted for the study. Two research questions were formulated to guide the study. The population of the study consists of 112 librarians in some selected university libraries in South- South Nigeria. A total of 112 copies of the questionnaire were distributed and 101 copies of the questionnaire were retrieved using descriptive statistics mean and percentage mean score of 2.5 and above and percentage score of 50% were considered as acceptable. The study revealed that rewards and recognition enjoyed by librarians in the past five years are: verbal praise, bonuses/monetary value, formal recognition as against written praise and informal recognition. Also, the study further shows how rewards and recognition influence librarians job performance positively.

Khurram et al. (2023) conducted a study on the effect of motivational factors on the job outcomes of librarians working in HEC-recognized university libraries in Pakistan. A survey research method followed by predictive correlational design was applied to test the constructed hypotheses in this study. The population of the study was library professionals working in the university libraries of Lahore, Pakistan. There were 13 public sector universities and 21 private sector universities. The census sampling technique was used to collect data from the respondents of the 34 universities. Data were collected with the help of a questionnaire. Out of 225 respondents, 189 completed questionnaires were received. Hence, the response rate was 84%. The gathered data were analyzed through SPSS software. Descriptive and inferential statistical tests were applied to find out the impact of motivational and behavioral factors on the job outcomes of information professionals. The findings of the study showed that different types of motivation influenced information professionals to carry out innovative and value-added services in the workplace. Rewards, a sense of honor, an amicable work environment, and autonomy were the key categories of motivation that encouraged information professionals to undertake efficient job performance

Oluwaseyi et al. (2025) conducted a study the perceptions work environment for service delivery academic libraries, in Ondo State, Nigeria. The descriptive survey research was adopted with the population of 140 library personnel in all the tertiary institutions, and libraries in Ondo State, Nigeria. A structured questionnaire was used as the instrument of data gathering. 140 copies of the questionnaire were administered and 116 were duly completed and returned. This gave a response rate of 82.9%. The findings reveal that good working conditions increase personnel motivation to serve library patrons better. The respondents also reported that they are satisfied when their experience is well appreciated and rewarded. The study recommends that library management should make the work environment conducive for the library personnel to enable them to offer effective services in their daily library services. The study concludes that libraries must provide a conducive work environment for their personnel so that they can map out pragmatic strategies to meet the needs of their patron, thereby enhancing library service delivery.

Summary and Gap in Empirical Reviewed Literature

The studies done were carried outside the Task Allocation and Employee Productivity of Librarians in Enugu State and did not focus to best of my knowledge on Job Analysis and Work Quality; Workload Distribution and Task Completion Rate of librarians in Enugu State. Most of the studies reviewed analyzed their data through Descriptive statistics and appropriate inferential statistics, Pearson Moment Correlation Coefficient, Kendall's correlation and Kruskal Wallis test , Partial Least Square Structural Equation Modeling (PLS-SEM), and Multiple Regression Analysis (MRA) method, while the present study made use of Z – test to test the hypotheses. Therefore, the study aimed at filling this research gap by evaluating the Task Allocation and Employee Productivity of Librarians in Enugu State

Methodology

The area of the study was Enugu State, Nigeria. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. The population of the study consisted of two hundred and seventeen (217) employees of varies universities and public libraries in the state. The whole population was used due to small number. One hundred and ninety seven (197) employees returned the questionnaire and accurately filled. That gave 91 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.870 which was also good. Data was presented and analyzed by mean score and the hypotheses were tested using Z - test statistic tool.

Data Presentation

The relationship between Job Analysis and Work Quality of librarians in Enugu State

Table 1: Responses on the relationship between Job Analysis and Work Quality of librarians in Enugu State

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	-X	SD	Decision
1	A thorough job analysis helps in clearly defining roles, responsibilities, skills, and performance expectations	400 80 40.6	120 30 18.8	153 51 25.9	24 12 6.1	17 17 8.6	714 197 100.0	3.77	1.280	Agree
2	Job analysis provides clarity that helps librarians focus on core responsibilities, avoid role confusion, and improve job performance.	475 95 48.2	148 37 18.8	57 19 9.6	22 11 5.6	35 35 17.8	737 197 100.0	3.74	1.532	Agree
3	A Job analysis ensures that hiring and training are tailored to actual job needs, improving the quality of service delivery.	430 86 43.7	148 37 18.8	126 42 21.3	22 11 5.6	21 21 10.7	747 197 100.0	3.79	1.341	Agree
4	With job analysis, this allows for objective performance appraisals and targeted interventions to improve quality.	455 91 46.2	226 57 28.9	57 19 9.6	6 3 1.5	27 27 13.7	771 197 100.0	3.92	1.363	Agree
5	Job analysis reveals gaps between job requirements and current librarian competencies, guiding training programs that enhance performance quality.	485 97 49.2	180 45 22.8	22 11 5.6	18 9 4.6	35 35 17.8	740 197 100.0	3.81	1.519	Agree
	Total Grand mean and standard deviation							3.806	1.407	

Source: Field Survey, 2025

Table 1, 110 respondents out of 197 representing 59.4 percent agreed that a thorough job analysis helps in clearly defining roles, responsibilities, skills, and performance expectations with the mean score of 3.77 and standard deviation of 1.280. 132 respondents representing 67.0 percent agreed that Job analysis provides clarity that helps librarians focus on core responsibilities, avoid role confusion, and improve job performance with mean score of 3.74 and standard deviation of 1.532. 123 respondents representing 62.5 percent agreed A Job analysis ensures that hiring and training are tailored to actual job needs, improving the quality of service delivery with mean score of 3.79 and standard deviation of 1.341. 148 respondents representing 75.1 percent agreed that with job analysis, this allows for objective performance appraisals and targeted interventions to improve quality with a mean score of 3.92 and standard deviation 1.363. 142 respondents representing 72.0 percent agreed that Job analysis reveals gaps between job requirements and current librarian competencies, guiding training programs that enhance performance quality with mean score of 3.81 and standard deviation of 1.519.

Relationship between Workload Distribution and Task Completion Rate of librarians in Enugu State

Table 2: Responses on the relationship between Workload Distribution and Task Completion Rate of librarians in Enugu State.

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	When work is evenly distributed among librarians, it reduces the likelihood of task overload for specific individuals and completed within a set timelines.	345 69 35.0	240 65 33.0	33 11 5.6	54 18 9.1	34 34 17.3	706 197 100.0	3.59	1.473	Agree
2	Librarians who are not overburdened tend to perform their duties more accurately and efficiently	370 74 37.6	276 69 35.0	33 11 5.6	4 2 1.0	41 41 20.8	724 197 100.0	3.68	1.500	Agree
3	By ensuring fair distribution, libraries protect their staff from fatigue, which in turn maintains or improves their work output.	465 93 47.2	340 85 43.1	33 11 5.6	8 4 2.0	4 4 2.0	850 197 100.0	4.31	.834	Agree
4	Balanced workloads lead to smooth workflow, minimal delays, and reduced errors, which are vital for maintaining service quality in libraries	410 82 41.6	396 99 50.3	21 7 3.6	12 6 3.0	6 3 1.5	845 197 100.0	4.27	.799	Agree
5	When librarians perceive fairness, they are more willing to collaborate and assist one another, which boost collective task completion and fosters a cooperative working environment.	385 77 39.1	340 85 43.1	21 7 3.6	30 15 7.6	13 13 6.6	789 197 100.0	4.01	1.154	Agree
	Total Grand mean and standard deviation							4.834	1.152	

Source: Field Survey, 2025

In table 2, 134 respondents out of 197 representing 68.0 percent agreed that when work is evenly distributed among librarians, it reduces the likelihood of task overload for specific individuals and completed within a set timelines with the mean score of 3.59 and standard deviation of 1.473. 143 respondents representing 72.6 percent agreed that Librarians who are not overburdened tend to perform their duties more accurately and efficiently with mean score of 3.68 and standard deviation of 1.500. 178 respondents representing 90.3 percent agreed by ensuring fair distribution, libraries protect their staff from fatigue, which in turn maintains or improves their work output with mean score of 4.31 and standard deviation of .834. 181 respondents representing 91.9 percent agreed that balanced workloads lead to smooth workflow, minimal delays, and reduced errors, which are vital for maintaining service quality in libraries with a mean score of 4.27 and standard deviation .799. 162 respondents representing 82.2 percent agreed that when librarians perceive fairness, they are more willing to collaborate and assist one another, which boost collective task completion and fosters a cooperative working environment with mean score of 4.01 and standard deviation of 1.154.

Test of Hypotheses

Hypotheses One: Job Analysis has relationship with Work Quality of librarians in Enugu State

One-Sample Kolmogorov-Smirnov Test

		When work is evenly distributed among librarians, it reduces the likelihood of task overload for specific individuals and completed within a set timelines.	Librarians who are not overburdened tend to perform their duties more accurately and efficiently	By ensuring fair distribution, libraries protect their staff from fatigue, which in turn maintains or improves their work output.	Balanced workloads lead to smooth workflow, minimal delays, and reduced errors, which are vital for maintaining service quality in libraries	When librarians perceive fairness, they are more willing to collaborate and assist one another, which boost collective task completion and fosters a cooperative working environment.
N		197	197	197	197	197
Uniform Parameters[a,b]	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.430	.476	.654	.669	.572
	Positive	.173	.208	.020	.015	.066
	Negative	-.430	-.476	-.654	-.669	-.572
Kolmogorov-Smirnov Z		6.038	6.679	9.173	9.387	8.033
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Source: Researchers' computation using SPSS from Field Survey Data, 2025

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from 6.038 < 9.387 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that **Job Analysis had significant positive relationship with Work Quality of librarians in Enugu State**

Furthermore, comparing the calculated Z- value ranges from 6.038 < 9.387 against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that **Job Analysis had significant positive relationship with Work Quality of librarians in Enugu State**.

Hypotheses Two : Workload Distribution has relationship with Task Completion Rate of librarians in Enugu State

One-Sample Kolmogorov-Smirnov Test

		A thorough job analysis helps in clearly defining roles, responsibilities, skills, and performance expectations	Job analysis provides clarity that helps librarians focus on core responsibilities, avoid role confusion, and improve job performance.	A Job analysis ensures that hiring and training are tailored to actual job needs, improving the quality of service delivery.	With job analysis, this allows for objective performance appraisals and targeted interventions to improve quality.	Job analysis reveals gaps between job requirements and current librarian competencies, guiding training programs that enhance performance quality.
N		197	197	197	197	197
Uniform Parameters[a,b]	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.406	.482	.437	.501	.492
	Positive	.086	.178	.107	.137	.178
	Negative	-.406	-.482	-.437	-.501	-.492
Kolmogorov-Smirnov Z		5.700	6.768	6.127	7.036	6.911
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Source: Researchers' computation using SPSS from Field Survey Data, 2025

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from 5.700 < 7.036 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Workload Distribution had significant positive relationship with Task Completion Rate of librarians in Enugu State

Furthermore, comparing the calculated Z- value ranges from 5.700 < 7.036 against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Workload Distribution had significant positive relationship with Task Completion Rate of librarians in Enugu State

Discussion of Findings

From the result of Hypotheses one, the calculated Z- value ranges from 6.038 < 9.387 against the critical Z- value of .000 which implies that Job Analysis had significant positive relationship with Work Quality of librarians in Enugu State. In support of the result in the literature review, Ugwu and Ugwu (2017) conducted a study determining the

relationship between demographic variables and the job performance of librarians in university libraries in South East Nigeria. The findings revealed high job performance of librarians with respect to both their task and extra roles. The results of the study also showed that only age, education, job position and work experience were found to be significant predictors of librarians' task-based and contextual performance with education as the most significant predictor. Mojisola (2022) investigated emotional intelligence and self-efficacy as determinant of job performance of library staff in LAUTECH, Ogbomoso. The study found that the level of emotional intelligence of the respondents is high and majority of them hold positive opinion about themselves.

From the result of Hypothesis Two, the calculated Z-value ranged from 5.700 to 7.036, compared to the critical Z-value of .000, which implies that workload distribution had a significant positive relationship with the task completion rate of librarians in Enugu State. Supporting this finding, Khurram et al. (2023) conducted a study on the effect of motivational factors on the job outcomes of librarians working in HEC-recognized university libraries in Pakistan. Their findings showed that different types of motivation influenced information professionals to deliver innovative and value-added services in the workplace. Rewards, a sense of honor, an amicable work environment, and autonomy were the key categories of motivation that encouraged information professionals to achieve efficient job performance. Similarly, Oluwaseyi et al. (2025) conducted a study on perceptions of the work environment for service delivery in academic libraries in Ondo State, Nigeria. Their findings revealed that good working conditions increase personnel motivation to serve library patrons better, and respondents also reported that they are satisfied when their efforts are well appreciated and rewarded.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

i. Job Analysis had significant positive relationship with Work Quality of librarians in Enugu State, Z(9.387, P. < .05)
ii. Workload Distribution had significant positive relationship with task Completion Rate of librarians in Enugu State, Z**(**7.036, P. < .05)

Conclusion

The study concluded that Job Analysis and Workload Distribution had significant positive relationship with Work Quality and task Completion Rate of librarians in Enugu State. Task allocation plays a significant role in enhancing the productivity of librarians by ensuring that duties are distributed according to individual strengths, qualifications, and job descriptions. When tasks are clearly defined and fairly assigned, librarians are more focused, motivated, and efficient in delivering library services. Effective task allocation reduces duplication of efforts, minimizes work overload, and fosters teamwork and accountability.

Moreover, aligning tasks with the librarians' competencies improves service quality, promotes job satisfaction, and encourages professional development. Poor task allocation, on the other hand, can lead to low morale, job dissatisfaction, inefficiency, and reduced productivity. Therefore, strategic task distribution is essential for optimizing staff performance, meeting organizational goals, and improving user satisfaction in library settings.

Recommendations

Based on the findings, the following recommendations were proffered

i. To improve the work quality of librarians, a comprehensive job analysis be conducted. This analysis will provide insight into the tasks, responsibilities, skills, and performance standards necessary for optimal service delivery.
ii. Libraries should implement a task-based workload distribution model, where tasks are assigned based on the complexity, urgency, and individual competencies of librarians. This promotes specialization and efficiency, ensuring that librarians focus on duties aligned with their strengths and expertise, thereby improving the completion rate and quality of output.

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