

Leadership Styles, Motivation, and Work Performance of Librarians in Davao Region, Philippines

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Abstract. This study assessed the impact of leadership styles and librarians' motivation on work performance in the Davao Region. This study adopted a non-experimental quantitative design with a descriptive-correlation technique. The study employed modified questionnaires tailored to align with its objectives, with 321 librarians participating by complete enumeration. Mean and Pearson's correlation coefficient are statistical instruments utilized for data analysis and interpretation. The researcher directly supervised and delivered the questionnaire to respondents using face-to-face interactions and Google Forms surveys to ensure precision and mitigate ambiguity. The results indicated that librarians exhibit significant leadership styles alongside notable motivation and work performance levels. Furthermore, a substantial correlation between leadership styles and work performance, as well as librarians' motivation and work performance, was determined in the study. This highlights the significance of leadership styles and motivation in enhancing the performance of librarians to guarantee the accomplishment of organizational goals and objectives.

Keywords: Leadership styles; Librarian; Information science; Motivation; Work performance; Philippines.

1.0 Introduction

Libraries are vital elements of any educational institution. However, they are underutilized. The underutilization of libraries and the disinterest of library patrons are ascribed to inadequate librarian performance (Rodrigues & Mandrekar, 2020). Consequently, there exists a prevalent perception within academic circles that librarians do their responsibilities lethargically (Posigha & Barr, 2021). Thus, performance is a critical element that must be comprehended and conveyed to relevant stakeholders to evaluate the extent to which a company realizes its vision and to discern the merits and drawbacks of operational decisions (Berliana et al., 2018). Tertiary institutions in Nigeria face significant dangers due to deteriorating staff performance levels, necessitating an urgent resolution (Inuwa, 2016).

Therefore, supervisors must oversee people to enhance their performance levels (Budiansyah et al., 2021). Performance refers to what an individual or group achieves (Amri et al., 2021) with their talents, abilities, knowledge, and expertise about a service or product within a defined period and context. Specific conditions are necessary for managers to optimize an organization's human resources for success and efficacy (Forson et al.,

2021). The pandemic has rendered leadership increasingly challenging. Consequently, it is essential to possess committed, accountable, and innovative leaders to address unforeseen negative occurrences and strive for favorable productivity outcomes. Transformational leadership regularly exerts the most substantial influence on employee performance (Beauty & Aigbogun, 2022). Al Khajeh (2018) states, "Managers who focus on transformational leadership prioritize the comprehensive development of employees' value systems, moral growth, skill enhancement, and motivational levels." This indicates that the transformational qualities of leaders enhance employee performance (Beauty & Aigbugon, 2022).

Nigerian public university librarians employed democratic leadership strategies (Saliu et al., 2018). They did not exhibit leadership styles such as autocratic or laissez-faire. Librarians and library administrators were encouraged to incorporate both democratic and autocratic leadership styles in their management to improve work performance. Librarians should refrain from utilizing laissez-faire leadership styles, as they are unlikely to improve employee performance. Additionally, five academic libraries in Nigeria were analyzed to evaluate the correlation between leadership styles and the work performance of 94 library staff (Orewa, 2019). The study discovered multiple leadership styles among library managers in the area, highlighting four primary types. The leadership styles encompass democratic, transformational, autocratic, and laissez-faire. Democratic and transformational leadership styles significantly affect participants' work performance, exhibiting considerable influence when evaluated objectively. Effective leadership, interpersonal relations, communication, and transparency promote a dynamic, high-performance organizational culture. Leaders must adopt effective communication tactics to build passion and cultivate trust inside the library (Orewa, 2019).

Furthermore, inadequate employee performance is attributed to a deficiency in motivation (Pramudena et al., 2021). Enhanced employee motivation and morale diminish the likelihood of losing valued individuals and facilitate the attraction of new talent. Motivation enhances employee satisfaction, augmenting performance and productivity (Kuranchie-Mensah & Amponsah-Tawiah, 2016). Consequently, employee work performance is essential for organizational development and success. Over the past thirty years, empirical studies have emphasized the significance of motivation in business success. A notable positive association has been identified between the work performance and motivation levels of 153 employees from university libraries in South Nigeria. The positive benefits of motivation on organizational performance encompass enhancing staff productivity, facilitating goal attainment, and fostering growth (Posigha & Barr, 2021).

Contrarily, a study in Nigeria revealed no association between motivation and job performance among local government personnel (Ajayi et al., 2018). This leads to low job dedication and significant absenteeism. Local government workers are underpaid and underappreciated, and management ignores their welfare. Despite a raise, this employee-motivating method fails. Employee needs and feelings must be acknowledged by management to maintain workplace peace. Numerous factors affecting job performance were evaluated, including employee motivation, but no significant association was found (Hassan et al., 2020). The findings contradict the idea that management should improve working conditions and inspire employees to reduce turnover and retain productive people. Management was advised to create an employee assistance portal. Organizations should create many reward systems to motivate workers.

In this sense, the relationship between leadership styles, motivation, and work performance in Davao region has not received scholarly attention, especially in the context of librarianship. Hence, there is a gap in the existing literature. The researcher examines whether motivation and leadership styles directly influence work performance among librarians in the Davao Region, as these factors are crucial to the profession.

Initially, this study focuses on assessing the various leadership types, including transformational, transactional, democratic, and laissez-faire leadership. The intrinsic and extrinsic motivations of librarians will also be determined. Third, the degree of work performance, including task performance, contextual performance, and counterproductive work behavior, must be ascertained. Finally, this study aims to determine the substantial correlation between leadership styles and work performance, as well as librarians' motivation and their work performance.

2.0 Methodology

2.1 Research Design

This research utilized a descriptive-correlation methodology and a non-experimental quantitative design to gather data, concepts, facts, and relevant information. Descriptive research does not seek to establish the effects of a treatment; it is characterized as non-experimental. Additionally, research that investigates situations, conditions, or other issues is described as descriptive research, with findings presented in a research report. A correlation study is a research method that involves examining pre-existing data to assess the degree of correlation between two or more variables without any alterations, additions, or manipulations (Rasema, 2018). The descriptive-correlation technique is suitable for this study, as it seeks to identify a positive connection between leadership styles, librarians' motivation, and work performance.

2.2 Research Locale

The study is conducted in the Davao Region, designated as Region XI, located in the southeastern part of Mindanao, Philippines. This constitutes the five provinces: Davao de Oro (Compostela Valley), Davao del Norte, Davao del Sur, Davao Occidental, and Davao Oriental, along with one highly urbanized city. Davao City serves as the regional center. The borders include Northern Mindanao, Caraga, the Philippine Sea, the Davao Gulf, the Celebes Sea, SOCCSKSARGEN, and the Davao Region, arranged in a clockwise direction starting from the north (PhilAtlas, 2023).

2.3 Research Participants

This study targeted librarians in public and private libraries around the Davao Region. The total number of librarians in the Davao Region is 379. Due to the restricted quantity of participants, this study employs the complete enumeration survey approach. In a comprehensive enumeration, data will be collected from every population member. There were 321 replies from 379. Enumeration, or census, is a complete population count. Censuses collect data on each demographic sampling unit (Shalabh, 2023). Nonresponse is unavoidable, and y-values can be inaccurate due to respondents supplying incorrect information, especially when they relate to sensitive criteria like age and wealth. Besides sampling error, "nonsampling error" refers to the errors that prohibit a survey from producing the exact parameter value. A nonsampling error also includes survey inaccuracies caused by nonresponse or erroneous y-value measurement. Comprehensive enumeration or sample surveys can provide precise attribute values. Survey data problems lead to inaccurate population parameter estimates (Arnab, 2017).

2.4 Research Instrument

Survey questions from several researchers were altered and refined for the study. The questionnaire comprises three sections: Librarians' Motivation, Leadership Styles, and Work Performance. This study adapted and modified the Employee Motivation Scale, utilizing a 20-item survey questionnaire developed by Saliu et al. (2018); the Leadership Styles Scale, consisting of a 28-item survey questionnaire from Young et al. (2019); and the Work Performance Scale, which includes a 27-item questionnaire created by Koopmans et al. (2014). The survey questionnaire was distributed to specialists for further feedback and validation. The researcher performed a pilot test to verify the reliability of the questionnaires intended for the study's respondents, yielding a Cronbach's Alpha of 0.907 for the librarians' motivation questionnaire, 0.937 for the leadership styles questionnaire, and 0.806 for the work performance questionnaire.

2.5 Data Gathering Procedure

The researcher collected study data using the methods described above. Starting with the updated questionnaires, all validation procedures were done. After receiving the necessary information, adjustments and modifications to the surveys helped modify the questions. The researcher sent all essential contacts to the University of Mindanao Graduate School authorities for survey questionnaire distribution. In the fourth phase, the researcher obtained permission from the respondents' offices. After submitting the permission and endorsement form, the researcher asked survey participants for approval and informed them of the study's goals. As numerous institutions use online surveys, the researcher administers the instruments in person and via Google Forms in the sixth phase with respondents' consent. The researcher gathered survey questionnaires one week later in the final phase. After combining all respondents' answers, the researcher documented and statistically analyzed the study's final data.

All information collected for this study is safeguarded to ensure anonymity, particularly during transmission. Names and other personally identifiable information obtained from study responses will be stored separately from identifying information, secured in a closed filing cabinet for physical records. The digital copy of the material is saved in a cloud space, and access to the computer necessitates a password. Furthermore, the careful use and confidentiality of collected information will be paramount. Access to all acquired information shall be restricted to designated authorized personnel per the Data Privacy Act of 2012. If not, the information will be employed, but personal identities and other contextual identifiers will be removed. Ultimately, paper documents will be obliterated in a manner that precludes information retrieval, such as incineration or shredding. Responses were compiled and encoded in an Excel file and sent to the statistician for further analysis using scientifically validated statistical procedures.

2.6 Ethical Considerations

Under Protocol Number 2024-109, this work was presented to the University of Mindanao Research and Ethics Committee (UMERC) for evaluation. This was done to ensure that the quality of the work is dependent on the researcher's ability to provide readers with clear arguments while also impartially presenting data. The verification technique utilized by the Committee ensures that the work is reliable, accurate, and fair, in addition to ensuring that the authorship is ethical and accountable. When truthful, the possibility of making fraudulent allegations, particularly those concerning authorship, is eliminated. It is important to differentiate error or inaccuracy from deceptive assertions. When the authors have tried to remove any prejudice from examining the factual data offered to the readers, this indicates that the authors are trustworthy. Because the study outcomes were meant to be kept strictly confidential, the researcher ensured that the participants were suitably anonymized. After that, the researcher followed the suggestions or guidance issued by the UMERG during their research.

3.0 Results and Discussion

3.1. Perceived Leadership Styles of Librarians

Table 1 presents the data regarding the leadership styles of librarians in the Davao Region.

Table 1. Descriptive statistics of leadership styles of librarians in Davao Region

Indicators	Mean	SD	Interpretation
Transactional Leadership	4.10	0.512	High
Transformational Leadership	4.11	0.581	High
Democratic Leadership	4.11	0.517	High
Laissez-faire Leadership	4.03	0.523	High
Overall	4.09	0.464	High

The table indicates that leadership styles received a total mean of 4.09, with a standard deviation of 0.464, categorized as high. Transformational and democratic leadership received the highest mean score of 4.11, indicating a significant prevalence of these leadership styles among librarians in the Davao Region. Laissez-faire leadership received the lowest mean score of 4.03, indicating a high frequency of manifestation among librarians. Consequently, the findings show that the leadership styles exhibited by librarians in the Davao Region are frequently observed. This indicates that librarians utilize a range of leadership styles and employ various qualities, characteristics, and actions to oversee their subordinates. This supports Orewa's (2019) investigation into the impact of leadership styles on employee motivation and work performance. Library leaders in Nigeria exhibit a range of leadership styles, including democratic, transformational, autocratic, and laissez-faire. The prevalence of these leadership styles may be attributed to the regular organization and participation of these librarians in training sessions and conferences. The manifestation of these leadership styles may stem from recent insights regarding the importance of involving subordinates in corporate governance and decision-making processes.

3.2. Perceived Motivation of Librarians

Table 2 depicts the motivation levels of librarians in Davao Region. A mean of 4.21 and a standard deviation 0.530 is classified as high. The data indicates that the extrinsic motivation indicator achieved the highest mean of 4.26, which is classified as very high, demonstrating that extrinsic motivation is continuously present. In contrast, the measure of intrinsic motivation attained the lowest mean score of 4.16, which is classified as high, signifying that intrinsic motivation is often demonstrated.

Table 2. Descriptive statistics of motivation of Librarians in Davao Region

Indicators	Mean	SD	Interpretation
Intrinsic Motivation	4.16	0.594	High
Extrinsic Motivation	4.26	0.552	Very High
Overall	4.21	0.530	Very High

The overall findings indicate that librarians' motivation is consistently present. This affirms that intrinsic and extrinsic motivational factors significantly enhance employee performance. Extrinsic motivation pertains to external elements such as remuneration, benefits, a favorable work environment, acknowledgment, and professional progression. Conversely, intrinsic motivation originates inside and is propelled by an employee's interest in the role, encompassing happiness and fulfillment (Posigha & Barr, 2021). The outcome further corroborates Vroom's Expectancy Theory (1964), which posits that employees may be motivated when personal objectives are achieved via rewards. Furthermore, certain employees focus on internal goals, while others prioritize extrinsic outcomes. Additionally, the assertion that motivational elements, including salary packages, job design, and work environment, forecast employee performance is corroborated (Vroom, 1964). In summary, excellent performance is derived from people who are motivated both internally and extrinsically (Forson et al., 2021).

3.3. Work Performance of Librarians in Davao Region

Table 3 illustrates the work performance levels of librarians. The third table reveals a mean of 3.65 with a standard deviation of 0.351, categorized as high. The chart reveals that the indication of contextual performance got the highest mean score of 4.13. In contrast, task performance got a mean score of 4.12, both categorized as high, signifying that librarians frequently exhibit this performance in their jobs. Conversely, the indicator of counterproductive work conduct received the lowest mean score of 2.70, categorized as modest, indicating that such behavior rarely occurs.

Table 3. Descriptive statistics of work performance of Librarians in Davao Region

Indicators	Mean	SD	Interpretation
Task Performance	4.12	0.490	High
Contextual Performance	4.13	0.514	High
Counterproductive Work Behaviour	2.70	0.528	Moderate
Overall	3.65	0.351	High

The findings indicate that librarians exhibit high work performance, which indicates that the indicators are frequently evident. This suggests that librarians exhibit strong job performance, can complete tasks, initiate new tasks upon completion, and infrequently display inefficient work behavior. This supports the assertion that enhancing an employee's willingness and openness to explore new initiatives at work can lead to improved performance and increased productivity. Addressing employee motivation, job satisfaction, and overall well-being is crucial for enhancing work effectiveness and performance (Said et al., 2015). The study corroborates findings regarding high work performance, indicating that elevated job performance reflects an employee's capabilities. The overall performance of an organization depends on the effectiveness of employee performance. For sustained growth, employees must achieve improved outcomes and maintain high productivity (Obiekwe, 2016). Berliana et al. (2018) noted that employee performance can be assessed through innovation, initiative, quantity, and quality factors.

3.4. Relationship Between Librarians' Motivation, Leadership Styles, and Work Performance

Table 4 presents the results concerning the relationship between motivation, leadership styles, and the work performance of librarians in the Davao Region.

Table 4. Correlation analysis between librarians' motivation, leadership styles, and work performance

Variables	Pearson r	Interpretation	p-value	Decision on Ho
Leadership Styles and Work Performance	0.728	Strongly Correlated	-0.020	Reject
Librarians' Motivation and Work Performance	0.659	Moderately Correlated	0.025	Reject

The analysis reveals the findings regarding the relationship between leadership styles and work performance, as presented in the table. Leadership styles exhibit a moderate correlation with the work performance of librarians

in the Davao Region, indicated by an R-value of .659 and a probability value of less than 0.05. Values ranging from 0.3 to 0.7 suggest a moderate linear relationship (Ratner, 2009). Thus, the null hypothesis asserting that "there is no significant relationship between leadership styles and work performance" is rejected. Furthermore, leaders employ effective communication strategies to inspire enthusiasm and foster confidence inside the library (Orewa, 2019). These findings correspond with those of Segun-Adeniran (2015), who determined that library leaders' leadership and leadership styles affect the productivity and overall performance of library staff members. It was suggested that various leadership styles should be utilized with balance and discernment. Furthermore, library directors must implement a leadership strategy that cultivates a strong sense of accountability among their staff, thereby improving productivity, efficiency, and competitiveness.

In addition, the investigation showed that the correlation between the job performance of librarians and the motivation of librarians created a correlation coefficient of .728. Ratner (2009) observed that values that fall within the range of 0.7 to 1.0 indicate a strong positive connection. The fact that this is the case suggests a strong and significant association between the motivation of librarians and their work performance. Hence, a higher level of motivation ultimately leads to improved work performance, which implies that librarians place a large amount of weight on their motivation when working.

This outcome is based on Maslow's Theory of Human Needs (1943), which posits that fulfilling motivational needs encourages individuals to excel in their present roles. Employees exhibit enhanced efficiency when motivated. Moreover, it affects their effort levels and significantly influences their work performance, enhancing the firm's overall performance. Furthermore, the findings indicate a substantial positive correlation between employee motivation and job performance (Forson et al., 2021; Posigha & Barr, 2021; Pramudena et al., 2021). This indicates that motivated individuals are more prone to experience happiness and increased energy at work, rendering motivation crucial. Accessible staff training and development programs, favorable service regulations, and equitable compensation packages may contribute to this conclusion.

Furthermore, this study's findings contradict those of a recent investigation by Ajayi et al. (2018), which revealed no association between employee motivation and performance. Consequently, low dedication and a significant absenteeism rate are apparent. Despite implementing measures like pay increases, this approach was regarded as ineffectual. In comparison to the outcomes of this study, employees may exhibit elevated production levels when motivation is actively fostered.

4.0 Conclusion

The study found that librarians in the Davao Region have strong motivation, high external motivation, intrinsic motivation, and adequate compensation. They also demonstrate excellent job performance, engaging in work-related discussions and problem-solving activities. Notably, librarians rarely engage in counterproductive work conduct, indicating loyalty and dedication to their careers. Leadership styles such as transactional, transformational, democratic, and laissez-faire are prevalent, with transformational and democratic leaders prioritizing the advancement of their subordinates. These leaders ensure accountability and autonomy while acknowledging the importance of soft skills complementing qualifications. Upon conducting the correlation analysis, the data indicates a significant correlation between leadership styles and work performance and librarians' motivation and work performance, with most indicators exhibiting high descriptions.

With the ongoing findings, library directors ought to institute frequent staff training and educational efforts to enhance the preparedness and efficacy of library personnel. This can promote favorable engagement, enhance morale, and boost productivity. Transformational and democratic leadership styles help cultivate a conducive workplace environment. The motivation of librarians is robust, and library administrators ought to commend and acknowledge their contributions. Implementing learning and development activities helps improve interpersonal skills, including communication, teamwork, problem-solving, and flexibility. Library managers must set aspirational goals and link skill levels with positions to enhance employee success. Additionally, leaders must know that acknowledgment and gratitude are paramount to improving the work environment and the overall well-being of the employees.

Furthermore, the findings influence the librarianship profession and can aid in developing programs and initiatives to enhance employee motivation and work performance. Moreover, minimizing staff turnover and preventing detrimental work habits, such as low engagement and frequent absenteeism, are essential for sustaining a healthy work environment. This may serve as a channel for librarians to communicate their sentiments and interests to upper management while striving to provide great service in return for just treatment and reasonable compensation for their commendable work. This study may prove beneficial for future researchers examining the larger phenomena associated with the impact of leadership styles and librarians' motivation on work performance within librarianship.

5.0 Contributions of Authors

The authors contributed equally to the completion of this study. Both authors wrote, revised, and analyzed the data. They also prepared and modified the study questionnaires and designed the study arrangements. Author 1 wrote the initial draft of the manuscript, while author 2 assisted in the revisions and editing of the paper. The authors also provided input on the approval for publication.

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7.0 Conflict of Interests

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