

## **Effects of Work Motivation on the Job Performance of Higher Education Library Staff: Moderating role of Leadership Style**

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### **Abstract**

This study explored the effect of work motivation on job performance of library staff with moderating role leadership styles at the higher educational institutes (HEIs) of Pakistan. The type of study was descriptive survey research design. Population of the study was library personals of HEIs, 173 respondents were selected through convenience sampling technique. Questionnaire was used for data collection through Google form. The collected data were analyzed using SPSS and PLS-SEM. The results reveal a significant positive relationship between work motivation and job performance. The results of the study showed that the level of job performance of library staff in higher education institutions was high ( $x = 2.85$ ) and the level of work motivation (promotion, salary, favorable work environment) of the sample university library staff was also high ( $x = 2.77$ ). More importantly, the hypothesized results showed that there is a significant positive relationship between job motivation ( $p = 0.029 < 0.05$ ) and job performance among library personnel from higher education institutions. It is recommended that the library leadership should provide incentives to encourage library staff to improve their job performance. This study contributes to the existing literature by highlighting the importance of tailored motivational strategies and effective leadership in improving staff productivity in academic libraries. The practical implications suggest that university administrations should foster motivational environments and adopt leadership styles that align with the needs and values of their library staff.

**Keywords:** Work Motivation, Job Performance, Leadership styles, Higher education institutions, Library Staff,

### **Introduction**

The performance of academic library staff determines, to a large extent, the success of an institution or the achievement of its vision and mission. The more efficient the library staff is, the more opportunities users have to use the library and its resources, which in turn improves the quality of their learning and research output. The work of library staff mainly includes administrative, technical and advisory work (Ukangwa, Onuoha, & Otuza, 2020). According to Christopher (2020), job performance is the net effect of individual effort, and the degree of effort is influenced by their abilities, traits, and role perceptions. Job performance refers to the core tasks that employees complete based on their professional fields to achieve institutional goals. In other words, job performance simply means that library staff performs core duties or tasks within their respective professional fields. Job performance is mainly determined by indicators such as task

performance, adaptive performance, situational performance, and counterproductive work behavior (Kalu and Okpokwasili, 2021).

The core activities of the library will be used to measure its overall job performance. Adaptive performance refers to the skill or proficiency of an employee in adapting to changes in their job role or environment (Griffin, Neal & Parker, 2007). Library staff members have varying levels of competency, which can affect their ability to cope with changes in their profession. The modern library staff is required to make a great deal of adaptive adjustments due to emerging technologies, reduced funding, and changes in the form and mode of information delivery. There are reports of library staff resistance to change and an inability to adapt to the new library service delivery system, which is characterized by providing access to information rather than acting as a repository of information. Situational performance is also known as organizational citizenship. Situational performance refers to the behaviors that employees take to create an organizational, social, and psychological environment while performing their core job tasks (Koopmans et al., 2014). Friendly and altruistic employees make the work environment more pleasant. Since libraries emphasize teamwork, employees need to be evaluated based on situational performance. Library employees are willing to help each other, take on the responsibilities of physically exhausted or busy employees, be friendly, serve as mentors to new employees, and promote the interests of the organization. All of these are manifestations of situational performance. According to Ali and Ahmed (2013), work motivation is an incentive/reward that drives library staff to complete assigned tasks efficiently. The direction and diligence of library staff actions are specific. Work motivation refers to what drives people to do something because they want to do it. Organizational behavior scholars describe work motivation as the drive that drives employees to achieve their usual goals. In other words, if the university library wants its library staff to perform well as information professionals to achieve the goals and objectives of the university, then there may be a work motivation that encourages library staff to work in the manner they prefer. Leadership style refers to the way leaders behave when directing, motivating, and managing their teams. According to transformational leadership theory (Bass & Avolio, 1994), transformational leaders motivate employees to exceed expectations, thereby improving performance. The purpose of this study adopts Frederick Herzberg's hygiene theory and focuses on hygiene factors and motivational factors, which makes this study different from previous studies. Modern university libraries are constantly facing the challenge of innovation and need to provide the best collections and services to attract more users to use the library regularly. In order to improve the work performance of university library staff, it is necessary to consider decisive factors such as work motivation. Work motivations such as promotion, salary, and a good working environment may affect the work performance of university library staff.

## **Literature Review**

Job performance is a concept that has received much attention and has been widely discussed in the literature of various fields, as in this increasingly dynamic and competitive world, organizations, whether they are corporate groups or non-profit organizations, need to achieve their set goals. For example, in the field of library science, job performance is a crucial issue because libraries of all types are set up to achieve certain specific goals, and they must consistently achieve these goals in order to gain the trust and confidence of key stakeholders, especially parent organizations/institutions and funders (Koopmans et al., 2014).

A study by Suryawana, Masmanb, and Bernarto (2018) reported the impact of work environment on job performance of librarians in public universities, which was conducted by a research team. The researchers used a questionnaire survey to collect information from librarians. The data was analyzed using a multiple regression analysis using the partial least squares (PLS) procedure. The study found that job performance is positively correlated with the work environment. Librarians in southwestern Nigerian universities are not satisfied with their performance levels, with 60% saying their performance is only average. Most respondents believe that they have failed to make

due contributions to the development of libraries. A large proportion of them were rated only as “average” because their ability to respond to user requests in a timely manner was uninspiring. Librarians failed to meet the minimum research output requirements for promotion. 52% rated their research output as being “average”, but 28% rated it as lower and 20% rated it as higher. Performance improvement in any organization depends on motivation (Koopmans et al., 2014). According to Robbins (2001), motivation is a process of needs fulfillment, which means that when a person's needs are met through certain factors, he/she will put in more effort to achieve organizational goals. Herzberg believed that once hygiene issues are addressed, motivational factors will make work more enjoyable. Promotion, compensation, and work environment are the elements in Herzberg's theory that are related to the library environment. The working environment for library staff should be relaxed and stress-free. The atmosphere created by leaders and subordinates affects the organizational environment. When the working environment is friendly, employees in the organization, including library staff, will work harder to achieve organizational goals. Ifijeh and Yusuf (2020) reported that some libraries lack necessary work facilities, some library staff do not have offices, and some offices are too hot and stuffy due to lack of air conditioning, which can affect work efficiency. Most previous studies have focused on work motivation, believing that it can improve work performance, while ignoring the application of relevant theories. Employee performance remains a core determinant of organizational success, and understanding the factors that influence employee performance is a top priority for researchers and practitioners. Among these factors, work motivation has been widely recognized as a key driver of individual and organizational performance (Arain, et al., 2021). Motivated employees tend to show higher energy, commitment, and perseverance in completing work tasks, which directly contributes to improved work performance (Robbins & Judge, 2019). Leadership style plays a key moderating role in the relationship between job motivation and job performance, especially in dynamic organizational environments. Transformational leadership, characterized by inspiration, intellectual stimulation, and personalized care, has been shown to enhance the impact of employee motivation on performance outcomes (Bass & Avolio, 1994). Motivated employees tend to perform better under the guidance of supportive and enabling leaders because this leadership style fosters a sense of purpose and responsibility in employees (Shamir, House, & Arthur, 1993). Judge and Piccolo (2004) confirmed through meta-analysis that transformational leadership can significantly amplify the impact of intrinsic motivation on performance because it can align personal goals with organizational goals. In addition, Khalid, Irshad, and Mahmood (2012) based on empirical research in Pakistan showed that transformational leadership can enhance the positive relationship between motivation and performance, especially in academic institutions. On the contrary, under authoritarian or passive leadership styles, the positive effects of motivation may be inhibited, thereby limiting employees' willingness to make autonomous efforts (Yukl, 2010). The relationship between motivation and performance is not always linear and can vary depending on environmental and organizational factors. One important factor is leadership style, which can significantly influence how motivation translates into performance (Bass & Avolio, 1994).

Leadership style is a critical factor in shaping organizational culture, employee behavior, and overall performance. It refers to a leader's approach and behavior in influencing and directing the activities of followers toward achieving organizational goals (Northouse, 2019). Transformational leadership is one of the most widely studied approaches. It involves inspiring and motivating employees to exceed expectations by fostering a shared vision, encouraging innovation, and providing individual support (Bass & Riggio, 2006). Transactional leadership focuses on structured tasks, clear roles, and reward and punishment systems. While effective in maintaining routine performance and organizational stability, it is less likely to stimulate innovation or long-term engagement (T. Ahmed, et al., 2021). Work motivation is a critical psychological force that determines the direction, intensity, and continuity of work-related behavior (Ryan & Deci, 2000).

According to self-determination theory, individuals who are motivated whether by intrinsic or extrinsic motives are more engaged, focused, and productive in their roles (Deci & Ryan, 1985). Several empirical studies have demonstrated a significant positive relationship between motivation and job performance in various sectors, including higher education (Ramlal, 2004; Harter, Schmidt, & Hayes, 2002). Therefore, motivated library staff are expected to demonstrate higher levels of task performance, service delivery, and commitment. Leadership style determines how leaders influence and support their subordinates to achieve organizational goals (Northouse, 2019). Among the various leadership models, transformational leadership has been shown to mitigate the impact of motivation on performance by empowering and inspiring employees (Bass & Riggio, 2006).

## Research Hypothesis

- H1- Work motivation has a positive impact on job performance.
- H2- Leadership style moderates the relationship between work motivation and job performance.

## Research Methodology

This study adopted a descriptive survey research design. This study enabled the researcher to focus on the real topic of the research variables (job motivation and job performance of library staff in HEIs Pakistan) from which the data were derived without any data manipulation. The variables were determined based on the relationship of the research topic with the dependent and independent variables. The population of the study is higher education institutions of Pakistan included all librarians, library officers and library assistants in public and private institutes.

According to the Sindh higher education commission website there are 27 public, 34 private higher education institutes. The Population of was Higher education institutes (Public/Private) of Sindh province of Pakistan 548 library personals working in those HEIs, study adopted a convenience sampling technique was used, therefore, 430 questionnaire were distributed by physical and Google form for data collection. 371 (86%) questionnaire were returned, 10 questionnaires were discarding due missing data and not proper filling, and 360 questionnaires were finalized for further data analysis. Questionnaire was the instrument for primary data collection. The questionnaire contained questions and statements on the demographic, work motivation, job performance and leadership style for the library personals. The questionnaire contained 7 items of work motivation, 12 items for job performance and 10 items for leadership style which were measured using a five-point Likert scale, 5– strongly agree to 1 strongly disagree.

## Result and Discussion

### Demographic Information

### MEASUREMENT MODEL

The measurement model determines the pattern of relationships between observed variables (items) and their corresponding unobserved variables (latent constructs) in a partial least squares structural equation model (PLS SEM). This study only used reflective measurement. Indicators (items) in a reflective measurement model are interchangeable because they have a common variance. Since the analysis of partial least squares structural equation model (PLS SEM) mainly involves two steps of evaluation: measurement model evaluation and structural model evaluation (Henseler, Ringle, Sinkovics, 2009).

**Table 1: Outer Loadings, CR, AVE**

Item	Outer Loading	Cronbach's alpha	AVE	CR
AP1	0.798	0.944	0.799	0.947
AP2	0.776			

AP3	0.717			
AP4	0.724			
AP5	0.727			
AP6	0.777			
AP7	0.764			
AP8	0.884			
CP1	0.751			
CP2	0.784			
CP3	0.734			
CP4	0.728			
CP5	0.720			
TP1	0.838			
TP2	0.844			
TP3	0.750			
TP4	0.823			
TP5	0.711			
TP6	0.721			
JP1	0.765	0.935	0.631	0.936
JP2	0.807			
JP3	0.814			
JP4	0.752			
JP5	0.805			
JP6	0.806			
JP7	0.789			
JP8	0.809			
JP9	0.829			
JP10	0.764			
LS1	0.791	0.935	0.721	0.935
LS2	0.844			
LS3	0.880			
LS4	0.865			
LS5	0.835			

LS6	0.851			
LS7	0.875			

Convergent reliability and validity are important criteria for evaluating partial least squares (PLS) models. Convergent reliability ensures that indicators consistently measure the same underlying construct, demonstrating measurement accuracy and consistency.

#### **Discriminant Validity**

Discriminant validity values in a partial least squares (PLS) model assess the degree of differentiation between the constructs in the model. High discriminant validity indicates that the constructs are well differentiated and not highly correlated, supporting the view that they measure different underlying concepts. Low discriminant validity values may raise questions about construct overlap or multicollinearity, which can affect the accuracy and reliability of the model's predictions and interpretations.

**Table: 2 Latent structures, correlations, and square roots of mean variance extracted (Fornell-Larcker criterion)**

Variable	JP	LS	WM
JP	0.794		
LS	0.852	0.849	
WM	0.836	0.802	0.707

Therefore, as shown in Table 2, the AVE values range from 0.502 to 1.000, indicating that their values are sufficient. Table 2 also compares the correlations between latent variables with the square root of AVE (average variance extracted) (the values are shown in bold). In addition, Table 4.17 also shows that the square roots of all AVEs are greater than the correlations between latent variables, indicating that the discriminant validity is high enough (Fornell & Larcker, 1981).

**Table: 3 Collinearity statistics (VIF)**

Items	VIF	Items	VIF
AP1	2.044	JP1	2.316
AP2	2.384	JP2	2.551
AP3	2.266	JP3	2.853
AP4	2.378	JP4	2.259
AP5	2.234	JP5	2.519
AP6	2.780	JP6	2.608
AP7	2.713	JP7	2.391
AP8	1.902	JP8	2.528
CP1	2.840	JP9	2.883
CP2	2.098	JP10	2.177
CP3	2.216	LS1	2.257

CP4	2.240	LS2	2.831
CP5	1.996	LS3	2.728
TP1	1.448	LS4	2.570
TP2	2.016	LS5	2.831
TP3	2.419	LS6	2.115
TP4	1.810	LS7	2.487
TP5	2.203	LS x WM	1.000
TP6	2.249		

All items in the table have VIF values below the generally accepted threshold of 3.3, indicating that multicollinearity is not a concern in the data set. This confirms that the indicators contribute independently to their respective constructs, ensuring the validity of the regression estimates in the PLS-SEM analysis.

**Table: 3 Coefficient of Determination (R2)**

Variable	R-square	R-square adjusted
JP	0.793	0.792

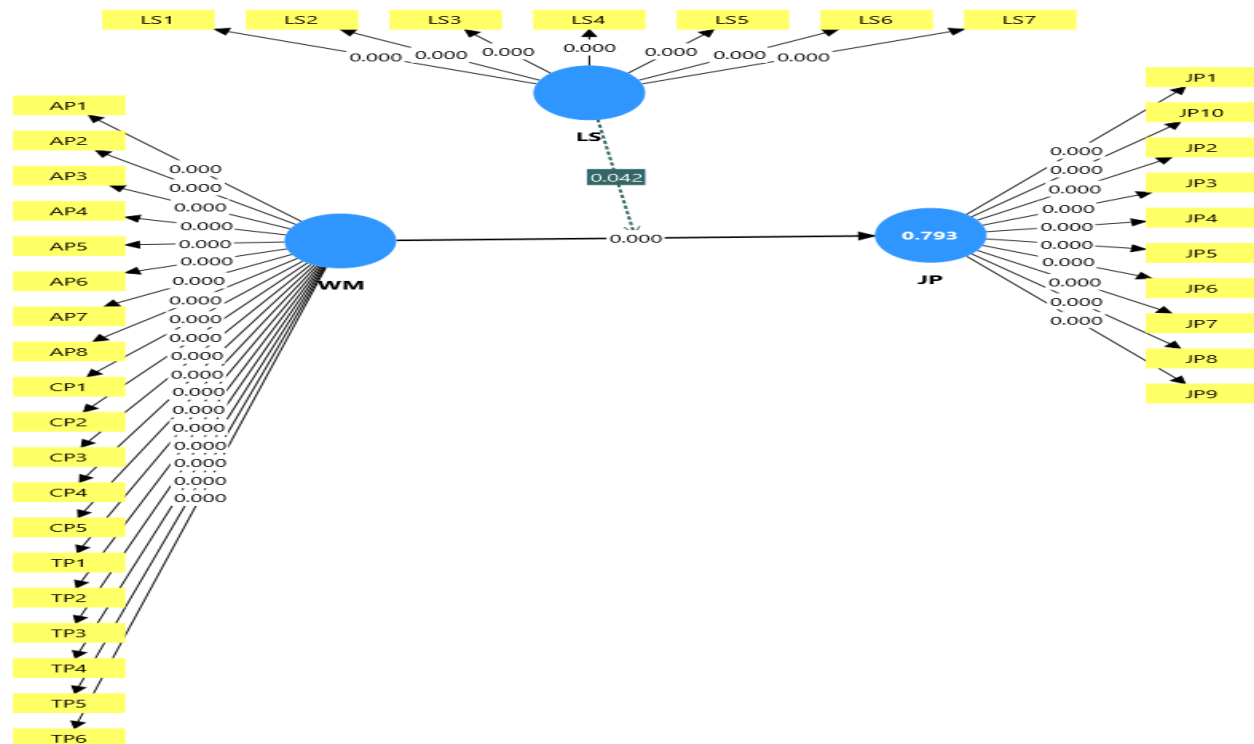
The coefficient of determination (R2) indicates the proportion of variance in the dependent variable that can be attributed to the independent variables. It is calculated as the squared correlation coefficient between the actual and predicted values of the endogenous concept. Essentially, R2 quantifies the total effect of the independent factors on the endogenous dependent variable. It ranges from 0 to 1, where 1 indicates overall prediction accuracy.

### Research Hypothesis Testing

**Table 4 Hypothesis**

The table presents the results of a structural equation modeling analysis examining the relationships between leadership style (LS), work motivation (WM), and job performance (JP) among higher education library staff. The direct effect of leadership style (LS) on job performance is statistically significant, with a sample mean ( $\beta$ ) of 0.491, a t-value of 10.122, and a p-value of 0.000, indicating a strong and positive effect. Similarly, the WM model significantly predicted JP with a sample mean of 0.417, a t-value of 8.016, and a p-value of 0.000, indicating that motivated employees tend to perform better. The interaction term (LS  $\times$  WM) has a negative beta of -0.024 but is still statistically significant ( $t = 2.037$ ,  $p = 0.042$ ), suggesting that leadership style moderates the relationship between work motivation and job performance, albeit slightly. This means that while leadership and motivation work independently to enhance job performance, the presence of certain leadership styles may slightly reduce the strength of the link between motivation and performance.

Relationship	Sample mean (M)	(STDEV)	T statistics	P values	Summary
LS -> JP	0.491	0.049	10.122	0.000	Supported
LS x WM -> JP	-0.024	0.012	2.037	0.042	Supported
WM -> JP	0.417	0.052	8.016	0.000	Supported



## Discussion and Conclusions

The results of this study provide important insights into how work motivation and leadership style influence the job performance of higher education librarians. The analysis revealed that both work motivation (WM) and leadership style (LS) have a positive and significant impact on job performance (JP), as evidenced by high beta coefficients (0.417 for work motivation and 0.491 for leadership style) and statistically significant p-values (both at 0.000). These findings are consistent with previous studies indicating that motivated employees are more likely to demonstrate higher productivity, commitment, and job satisfaction, while effective leadership fosters a supportive and performance-enhancing work environment. Interestingly, the moderating effect of leadership style on the relationship between work motivation and job performance was also statistically significant, albeit negative ( $\beta = -0.024$ ,  $p = 0.042$ ). This suggests that, although leadership is important in directing performance, it may slightly weaken the direct effect of motivation on performance. One possible explanation is that highly structured or directive leadership styles may limit the autonomy and self-directed efforts of motivated employees, weakening the link between motivation and performance. This highlights the need for higher education institutions to adopt leadership styles that balance direction and employee autonomy such as transformational or participative leadership which can better support motivated employees to achieve optimal performance outcomes. In conclusion, this study confirms that work motivation and leadership style are key predictors of library staff performance in higher education institutions. While both components independently contribute positively to performance, the interaction between them reveals a subtle dynamic, with leadership style slightly moderating the effect of motivation. These findings suggest that organizational leaders should not only focus on enhancing employee motivation through recognition, incentives, and meaningful work, but should also carefully consider the type of leadership practices employed. Empowering leadership styles that encourage autonomy, innovation, and engagement may be more effective in harnessing the full potential of motivated employees. The study provides practical applications for university administrators to enhance library staff performance through strategic human resources practices and leadership development programs.



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