INFLUENCE OF LIBRARY AUTOMATION ON JOB PERFORMANCE OF LIBRARIANS IN JOHN HARRIS LIBRARY, UNIVERSITY OF BENIN, BENIN CITY, EDO STATE.

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A PROJECT SUBMITTED TO THE DEPARTMENT OF EDUCATIONAL MANAGEMENT (LIBRARY AND INFORMATION SCIENCE UNIT), FACULTY OF EDUCATION, UNIVERSITY OF BENIN, BENIN CITY. IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELORS DEGREE (BLIS) IN LIBRARY AND INFORMATION SCIENCE

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CERTIFICATION

This is to certify that this project work was carried out by **EYOUFE Sharon Oghenetevughe** in the Department of Educational Management, Faculty of Education, University of Benin, Benin City under my supervision.

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DEDICATION

This research work is dedicated to Almighty God for giving me the Strength, Grace and Wisdom to complete this academic programme.

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ABSTRACT

The study investigated availability of current and up-to-date information resources as a determinant for effective utilization of academic library by undergraduates. The study aims to evaluate the level of availability of current and up-to-date information resources, evaluate the level of utilization and determine the effectiveness of current and up-to-date information resources on the utilization of John Harris Library by undergraduates, examine the importance and evaluate the benefits of the use of current and up-to-date information resources for undergraduate students. The study adopted the descriptive survey research design. The population of the study consisted of two hundred and ninety-eight (298) undergraduate students from the department of library and information science. However, a sample size of eighty-nine (89) respondents was used for the study. The instrument used for data collection in the study was the questionnaire designed by the researcher and administered to the target respondents. The data generated with the questionnaire were carefully collated and analysed with the statistics method of data analysis such as frequency table, percentage, mean and standard deviation. The findings from the study indicated that current and up-to-date information resources are important to undergraduate students of University of Benin, the study unveiled that current and up-to-date information resources help students with their assignments and course work, useful for their academic pursuit, useful to their for critical thinking, quick and easy learning, and reduced their costs on a book purchase. Through these information resources, students gain easy access to quick, broader, and quality collection of information and improve their academic performance.Based on the findings, it was recommended among others: University management needs to intensify efforts to make the GST - Use of Library course and library orientation for students to be more effective in enhancing the utilization of the library information resources. University management should make sure that adequate fund is made available to the university libraries to enable them to acquire all the necessary information resources to satisfy the information needs of undergraduates and other library users.

CHAPTER ONE

INTRODUCTION

Background to the Study

In recent decades, the advent of digital technologies has transformed virtually every facet of human endeavor, and academic libraries are no exception. Libraries, particularly in higher institutions of learning, have shifted from being traditional custodians of print materials to dynamic centers of information management and digital service delivery. This transformation has been largely driven by library automation—the integration of Information and Communication Technologies (ICTs) into library operations to improve service delivery, resource accessibility, staff productivity, and user satisfaction (Ike et al., 2020; Raju & Raju, 2021).

Library automation encompasses the use of software systems and hardware infrastructure to perform library tasks such as acquisition, cataloguing, circulation, serials control, interlibrary loan, and access to electronic resources. According to Ameen and Ogunlade (2022), automation streamlines library functions by minimizing manual processes and enhancing speed, accuracy, and reliability. With the use of Integrated Library Management Systems (ILMS) such as KOHA, Evergreen, and Alma, libraries can efficiently manage both physical and digital collections while offering enhanced services to users across physical and remote platforms.

The John Harris Library of the University of Benin is one of the prominent academic libraries in Nigeria that has adopted automation in response to the demands of the 21st-century academic environment. The implementation of automation tools in this library aligns with global best practices and the Nigerian university system's broader digitization agenda. According to Ogungbeni and Ogungbo (2023), many Nigerian university libraries have integrated automation tools to improve their responsiveness to user needs, manage growing information resources, and enhance staff effectiveness. However, the level of success and impact of such automation initiatives varies significantly based on local challenges such as funding, infrastructure, ICT competence, and administrative support.

For librarians, automation has been a double-edged sword. On one hand, it has positively transformed their professional roles. Automated systems relieve them of routine and labor-intensive tasks, enabling them to devote more time to innovative services like information literacy training, research support, and digital curation (Ajegbomogun & Adebayo, 2020). This shift enhances job satisfaction, as librarians are empowered to become more strategic information professionals rather than mere custodians of books (Eze & Uzoigwe, 2022). On the other hand, the introduction of new technologies often requires librarians to constantly upgrade their skills. Inadequate training, poor system design, lack of technical support, and resistance to change have been identified as barriers to successful automation (Akintunde et al., 2021; Okike, 2020).

Furthermore, the success of automation in improving job performance depends largely on organizational readiness and investment in human capital. As noted by Nnadozie and Chukwu (2021), the availability of continuous professional development, user-friendly systems, and adequate ICT infrastructure is crucial in realizing the full benefits of automation in library environments. In cases where these factors are lacking, automation may lead to frustration, underperformance, or even job dissatisfaction among librarians.

While the expanding body of scholarly literature consistently suggests a positive correlation between library automation and enhanced job performance, the precise nature of this relationship remains insufficiently examined within specific institutional and regional contexts. Much of the existing research provides generalized insights, often overlooking the nuanced realities faced by individual academic libraries, particularly those in developing countries like Nigeria. In the case of the John Harris Library, University of Benin—a leading academic library in Nigeria—there is limited empirical evidence that explores how the introduction and use of automated systems have impacted the core functions and professional output of librarians.

Given the increasing emphasis on digital literacy, open knowledge systems, and user-centered service delivery in higher education, understanding how automation influences the people who are central to information provision is critical. Librarians are not only expected to manage digital resources and maintain technical systems, but also to act as educators, facilitators, and collaborators in a rapidly changing information ecosystem.

The integration of automation into daily library operations undoubtedly transforms how tasks are performed, but it also has implications for job satisfaction, skill requirements, professional identity, and organizational productivity. Without a clear understanding of these dynamics, institutions may struggle to fully harness the potential of library automation.

This study therefore seeks to bridge the existing knowledge gap by investigating the influence of library automation on the job performance of librarians at the John Harris Library. It aims to provide in-depth, context-specific insights that reflect the realities of implementing automation in a resource-constrained academic environment. By focusing on the lived experiences of librarians, this research intends to uncover both the benefits and challenges associated with automation, examining factors such as task efficiency, role transformation, technical competence, and institutional support mechanisms.

Ultimately, the findings of this study are expected to offer practical and evidence-based recommendations that can inform policy formulation, strategic investments in ICT infrastructure, and professional development initiatives. The goal is not only to enhance the performance and capacity of librarians but also to contribute to the overall effectiveness, responsiveness, and sustainability of academic library services in Nigeria and other similar contexts. In doing so, the study aspires to support a more informed, technologically adaptive, and professionally empowered academic library system aligned with global best practices.

Statement of the Problem

Despite the growing adoption of automation tools in Nigerian academic libraries, there remains a gap in empirical evidence on how these technologies affect the performance of librarians, particularly in specific institutional contexts like the John Harris Library. Some librarians may struggle with new technologies due to inadequate training, poor system usability, or lack of technical support, potentially limiting the benefits of automation (Ogunniyi & Adekanye, 2020). Conversely, others may thrive in an automated environment where routine tasks are streamlined, allowing them to concentrate on more strategic roles.

It is unclear to what extent automation has positively or negatively impacted the job performance of librarians in the John Harris Library. Without this understanding, library administrators may find it difficult to assess the return on investment (ROI) of automation initiatives or implement targeted interventions to support library staff. This study addresses this gap by investigating the real-world impact of library automation on librarians' job performance in the context of a major Nigerian academic institution.

Purpose of the Study

The purpose of the study is to investigate the influence of library automation on job performance of librarians in John Harris Library. The specific objectives are to:

1. Determine the level of library automation in John Harris Library, University of Benin

2. Find out the perceived influence on library automation on librarians performance

3. Know the benefits librarians derive from the use of library automation.

4. Know the challenges librarians faced using library automation in John Harris Library.

Research Questions

The following research questions guided this study:

1. What is the level of library automation in John Harris Library, University of Benin.

2. What are the perceived influence of library automation on librarians performance in John Harris Library.

3. What benefits do librarians derived from the use of library automation in John Harris Library.

4. What challenges do librarians face using library automation.

Hypotheses

H_{01}: There is no significant relationship between library automation and the job performance of librarians in John Harris Library.
H_{11}: There is a significant relationship between library automation and the job performance of librarians in John Harris Library.

Significance of the Study

This study is significant to several stakeholders. For library administrators, it will provide empirical insights into how automation affects staff performance, which can guide policy and funding decisions. Librarians themselves will benefit from the identification of areas where support is needed, such as training and system upgrades. Additionally, academic researchers and policy makers can use the findings to inform broader discussions about the digital transformation of academic libraries in Nigeria and similar developing contexts.

Scope of the Study

The study focuses specifically on the influence of library automation on the job performance of librarians in the John Harris Library, University of Benin, excluding other library staff such as library assistants or IT personnel. This study is limited to the John Harris Library of the University of Benin. The study will assess both the positive and negative implications of automation, including system usability, staff competence, and organizational support.

Operational Definition of Terms

Library Automation: The use of computer-based systems and software applications to perform library functions such as cataloguing, circulation, and acquisitions (Aina & Omeluzor, 2020).

Job Performance: The effectiveness, efficiency, and productivity of librarians in executing their professional duties (Eze & Uzoigwe, 2022).

Librarians: Professional staff responsible for managing library resources and services, typically holding qualifications in Library and Information Science.

Automated Systems: Digital tools or software used to manage and operate library services, including Library Management Systems (LMS) like KOHA.

John Harris Library: The main university library of the University of Benin, Nigeria.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviewed the related literature of the study under the following subheadings:

- **Conceptual Clarification of Library Automation.**
- **Overview of Job Performance in Library settings.**
- **Extent and Level of Library Automation in Nigerian University Libraries.**
- **Influence of Library Automation on Librarians' Job Performance.**
- **Benefits of Library Automation to Librarians.**
- **Challenges Associated with the Use of Library Automation.**
- **Empirical Studies on Library Automation and Librarian Performance.**
- Summary of Literature Review.

Conceptual Clarification of Library Automation

Library automation refers to the application of computer and communication technologies to execute core library functions, thereby replacing or supplementing manual methods. It involves the systematic integration of Information and Communication Technologies (ICTs) into processes such as cataloging, circulation, acquisitions, serials control, and information retrieval. The objective is to enhance operational efficiency, ensure accuracy, provide seamless access to library resources, and improve user satisfaction. In today's digital age, automation has become essential for libraries seeking to deliver timely, relevant, and user-oriented services.

The emergence of library automation can be traced to the increasing volume of information and the growing demand for fast, accurate, and easily retrievable data, particularly in academic settings. As institutions of higher learning expand, so does the complexity of managing diverse collections and meeting the evolving needs of users. Library automation addresses these challenges by leveraging systems such as Integrated Library Management Systems (ILMS), Online Public Access Catalogs (OPAC), electronic databases, and digital repositories, all of which facilitate the organization, retrieval, and dissemination of information. According to Ekere, Baro, and Oyeniran (2021), automation is more than a technological upgrade; it is a paradigm shift that redefines how libraries engage with users and manage resources.

In academic libraries, such as the John Harris Library at the University of Benin, automation supports scholarly activities by simplifying access to print and digital

resources. It enables the efficient retrieval of information, fosters interlibrary cooperation through shared databases, and enhances user autonomy through self-service platforms. Ogbuiyi and Okpe (2020) assert that library automation not only improves service delivery but also enhances record keeping, collection development, and inventory management. Automation systems also allow librarians to shift focus from routine clerical tasks to more strategic roles, such as information literacy instruction, research support, and digital content curation. The importance of automation in the academic library environment cannot be overstated. It is particularly relevant in Nigeria and other developing countries where libraries often grapple with resource constraints and infrastructure deficits. Nwalo and Oghenetega (2022) note that automation mitigates challenges such as record duplication, delays in book circulation, and the misplacement of materials. Furthermore, automation fosters transparency and accountability in resource management, enabling libraries to track material usage, generate statistics, and evaluate service performance effectively.

However, implementing library automation is not without its challenges. The process requires not only significant financial investment but also skilled manpower, institutional commitment, and sustainable ICT infrastructure. As Oyesiku and Oduwole (2021) point out, successful automation goes beyond technology deployment it entails comprehensive staff training, needs-based system design, user-centered service strategies, and consistent policy support. Without these foundational elements, the potential benefits of automation

may not be fully realized. Beyond operational efficiency, automation plays a crucial role in ensuring that libraries remain relevant in the digital knowledge economy. It enables libraries to adapt to the evolving information-seeking behavior of users, many of whom prefer online access to resources. Automation also supports digital preservation, electronic resource integration, and remote access features that have become increasingly critical in the wake of global disruptions like the COVID-19 pandemic, which highlighted the necessity of virtual library services.

Library automation is a transformative tool that reshapes the functions, services, and strategic direction of modern libraries. By integrating digital technologies into library operations, automation helps libraries meet the challenges of the information age, provide superior user services, and align with global standards in information management and dissemination. As such, it is not just a technical advancement but a strategic imperative for sustainable library development.

Overview of Job Performance in Library settings

Job performance in library settings refers to the effectiveness with which library staff, particularly librarians, carry out their assigned roles and responsibilities in line with institutional goals and user expectations. It encompasses a wide range of activities, including information retrieval, cataloging, user assistance, information literacy training, collection development, and management of library technologies. In academic libraries, job performance is particularly critical as it directly influences the quality of services

provided to students, researchers, and faculty members. Librarians play an integral role in supporting the core functions of teaching, learning, and research. Their performance, therefore, is evaluated not just by the volume of tasks completed, but also by the relevance, timeliness, and accuracy of the services rendered. According to Ajibola and Tella (2020), effective job performance in libraries is characterized by professional competence, responsiveness to user needs, familiarity with current information tools, and a proactive approach to problem-solving.

In the context of modern librarianship, job performance is closely linked to the ability of librarians to adapt to technological change. With the ongoing shift from print to digital formats, the role of librarians has evolved from custodians of books to facilitators of information access and digital resource managers. As such, digital literacy, proficiency in automated systems, and the ability to manage online resources have become critical components of job performance (Onuoha & Amuda, 2021). Performance in library settings is influenced by both individual and organizational factors. Individually, motivation, skills, and continuous professional development are essential to high performance. Organizationally, factors such as availability of tools and technology, leadership support, working conditions, and clearly defined job roles significantly impact how well librarians perform their duties. A study by Eze and Uzoigwe (2021) found that librarians working in automated environments reported higher performance levels

compared to those in manual settings, due to reduced repetitive tasks and more time for value-added services.

In academic libraries like John Harris Library, University of Benin, the assessment of job performance may include metrics such as number of user interactions handled, timeliness in cataloging new resources, quality of reference services, and participation in institutional research support. More recently, the introduction of user feedback mechanisms, performance appraisals, and data-driven service evaluations have added structure to how librarian performance is measured. The evolving nature of librarianship has also introduced the concept of *outcomes-based performance*, which goes beyond activity logs to focus on the impact of library services on user success. For instance, librarians who facilitate successful student research, help secure research grants, or enhance digital literacy through workshops contribute more meaningfully to institutional outcomes. This shift has prompted institutions to realign performance expectations and support systems to reflect the broader roles librarians now play in academia.

It is also important to note that job performance is not solely about technical output; it includes soft skills such as communication, teamwork, leadership, and service orientation. In collaborative environments like academic libraries, these attributes are indispensable for fostering a user-friendly atmosphere and achieving strategic goals. Job performance in library settings is a multifaceted concept that integrates professional skill, technological proficiency, user engagement, and institutional contribution. As libraries continue to

digitize and expand their services, performance expectations of librarians are also becoming more dynamic, requiring ongoing training, innovation, and adaptability. Ensuring that librarians are well-equipped and motivated is therefore essential for sustaining excellence in library service delivery.

Extent and Level of Library Automation in Nigerian University Libraries

The extent and level of library automation in Nigerian university libraries vary significantly across institutions due to disparities in funding, infrastructure, policy frameworks, and human resource capacity. While many universities have acknowledged the value of automation and taken steps toward implementation, the reality is that the degree of automation remains uneven and, in some cases, partial or rudimentary. In essence, while some academic libraries have fully automated their operations, others operate with semi-automated or manual systems due to persistent challenges. Library automation in Nigerian universities generally focuses on streamlining core operations such as cataloging, circulation, acquisitions, and access to serials. The adoption of Integrated Library Management Systems (ILMS) like KOHA, VTLS, and Millennium has been instrumental in this regard. However, the level to which these systems are utilized differs widely. According to Ani, Esin, and Edem (2020), only a fraction of

federal and state university libraries in Nigeria have achieved comprehensive automation of their services, while many others still rely on manual or hybrid systems, especially in areas such as serials control and digital repositories.

Research by Edewor, Emeka-Ukwu, and Osuchukwu (2021) revealed that although many university libraries claim to have automated systems in place, these are often limited to OPACs and basic cataloging functions. Full integration where acquisition, circulation, and digital content management systems are interconnected and accessible remotely is relatively rare. In some institutions, computers and internet connectivity are available but underutilized due to lack of technical know-how or inadequate staff training. One notable trend is that federal universities tend to have more advanced levels of automation compared to their state and private counterparts. This is primarily due to higher funding levels, better infrastructure, and access to federal intervention programs such as those from the Tertiary Education Trust Fund (TETFund). Libraries in institutions like the University of Ibadan, University of Nigeria Nsukka, and Ahmadu Bello University Zaria have made significant strides in automating services and integrating electronic databases and digital repositories into their platforms (Nwosu & Udo-Anyanwu, 2022).

Despite these developments, many university libraries in Nigeria face systemic barriers that limit the full realization of automation goals. Challenges such as erratic power supply, high cost of subscription to library management software, inadequate ICT infrastructure, and insufficient technical training for staff continue to hinder progress. Additionally, poor

maintenance culture and lack of institutional policy on library automation often result in stalled or abandoned projects. Odu and Okojie (2020) observed that even in institutions where automation had been initiated, many libraries still revert to manual processes during system downtimes or due to lack of routine upgrades and support. Nevertheless, there is a growing recognition of the need for comprehensive library automation to enhance academic competitiveness and improve user experience. The National Universities Commission (NUC) and TETFund have increasingly emphasized the digital transformation of libraries, prompting more institutions to invest in automation technologies and digital resource subscriptions. Moreover, partnerships with international agencies and library consortia are helping to facilitate access to shared automation resources and training opportunities.

While Nigerian university libraries have made some progress toward automation, the extent and level of implementation remain inconsistent and, in many cases, inadequate for meeting the demands of 21st-century scholarship. Achieving full automation across all operations requires not only substantial investment in technology but also sustained commitment to staff training, infrastructure development, and strategic planning. A unified national policy framework and increased collaboration among university libraries could serve as catalysts for more equitable and comprehensive automation across the Nigerian higher education landscape.

Influence of Library Automation on Librarians' Job Performance

The integration of library automation into academic library systems has significantly influenced the job performance of librarians, reshaping their roles, responsibilities, and the expectations placed upon them. Automation facilitates more efficient workflows, reduces redundant tasks, enhances access to information resources, and empowers librarians to engage more deeply in user-centered services. As libraries transition from manual to digital systems, librarians are no longer just custodians of physical materials but have become knowledge facilitators, system managers, and digital literacy educators. The adoption of automation technologies such as Integrated Library Management Systems (ILMS), Online Public Access Catalogs (OPACs), and electronic databases has led to greater efficiency in routine tasks like cataloging, circulation, and acquisitions. This has had a direct impact on the performance of librarians, freeing up time and resources that would otherwise be expended on repetitive manual tasks. According to Nwosu and Udo-Anyanwu (2022), automation enhances job effectiveness by enabling librarians to handle more complex duties such as digital resource management, metadata creation, and institutional repository development.

In automated environments, librarians have access to powerful tools that support precision, speed, and scalability in their work. For instance, automated cataloging systems reduce errors and ensure consistency across records, improving the reliability of library databases. These systems also facilitate real-time updates, ensuring that users always have access to the most current information. Eze and Ezinwayi (2021) affirm that

the use of automation tools has improved librarians' productivity, responsiveness to users, and decision-making, especially in tasks involving information retrieval and data management. Automation has broadened the scope of librarians' roles beyond traditional functions. With the increasing digitization of academic content, librarians are now involved in digital curation, user training on e-resources, online reference services, and collaborative research support. These new responsibilities demand higher-order skills and a dynamic understanding of information technologies. Oyesiku and Oduwole (2021) point out that librarians who are proficient in ICTs and automation systems perform better in terms of innovation, problem-solving, and user engagement.

However, the influence of automation on performance is not uniformly positive. While automation can significantly improve efficiency, it also introduces new challenges that affect job satisfaction and performance. Librarians who lack the necessary technical competencies may struggle to adapt, leading to frustration, stress, or resistance to change. According to Ajibola and Tella (2020), inadequate training, poor ICT infrastructure, and lack of continuous professional development often limit the positive impact of automation on librarian performance in Nigerian universities. The pressure to keep up with fast-evolving technologies can result in performance anxiety, particularly in libraries where staff development is not prioritized. The absence of adequate support structures such as refresher courses, mentorship programs, and user-friendly systems can dampen the motivation of librarians, thereby undermining the expected gains from automation.

Nonetheless, when properly implemented, automation significantly boosts staff morale, fosters innovation, and enhances the overall quality of library service delivery.

Performance appraisal systems in academic libraries are increasingly incorporating metrics that reflect automated operations. For instance, the number of records processed electronically, quality of metadata, efficiency in managing digital queries, and user satisfaction with online services are all considered indicators of a librarian's effectiveness in an automated setting. Ogbuiyi and Okpe (2020) observe that automation has brought greater transparency and accountability into performance evaluations by making staff output more measurable and trackable. Library automation has profoundly influenced the job performance of librarians by enabling more efficient service delivery, expanding professional roles, and encouraging the acquisition of new competencies. While the transition to automated systems presents challenges, particularly in developing countries like Nigeria, the overall impact on performance is largely positive when supported by adequate training, infrastructure, and institutional commitment. As academic libraries continue to evolve, the ability of librarians to effectively harness automation tools will remain critical to their relevance and success in the information-driven academic environment.

Benefits of Library Automation to Librarians

The adoption of library automation in academic institutions has brought numerous benefits to librarians, transforming not only how they deliver services but also how they

interact with users and manage information resources. Library automation provides a technological foundation that supports the efficient execution of routine tasks, enhances professional productivity, and broadens the scope of librarianship in today's information-driven academic environment. One of the primary benefits of automation is the improvement in workflow efficiency. Routine library functions such as cataloging, circulation, acquisitions, and serials management, which were once labor-intensive and prone to human error, are now streamlined through the use of Integrated Library Management Systems (ILMS) and other automation tools. These systems allow librarians to complete tasks faster, more accurately, and with less physical effort. According to Ogbuiyi and Okpe (2020), the use of automation tools has reduced delays in cataloging and improved the accuracy of bibliographic records, thereby enhancing the reliability of library catalogs and user services.

Automation also facilitates real-time access to information and resources, which significantly improves service delivery. For instance, with Online Public Access Catalogs (OPACs), librarians can assist users in retrieving materials from anywhere within the network, eliminating the need for laborious shelf searches. Additionally, automation supports better inventory control and collection management, making it easier for librarians to track usage statistics, monitor overdue items, and manage acquisitions systematically. Edewor, Emeka-Ukwu, and Osuchukwu (2021) noted that such systems enhance librarians' ability to make informed decisions about weeding, budgeting, and

resource allocation. Another major benefit is the expansion of librarians' professional roles. With the integration of ICTs into library operations, librarians are now involved in advanced functions such as managing digital repositories, supporting online learning platforms, providing virtual reference services, and teaching information literacy. These roles enhance the relevance of librarians in academic institutions and align them with the digital needs of 21st-century users. As Oyesiku and Oduwole (2021) point out, librarians who are well-versed in automated systems enjoy increased opportunities for career growth, interdisciplinary collaboration, and participation in institutional research activities.

Automation also contributes to greater user satisfaction, which in turn boosts librarian morale and professional fulfillment. When users are able to access materials quickly and efficiently through automated services, their trust in library services increases. This positive feedback loop encourages librarians to further enhance their services and explore innovative ways to support users' academic and research needs. Eze and Ezinwayi (2021) assert that librarians working in automated environments are better positioned to meet user expectations, especially in fast-paced academic settings where quick access to quality information is critical. Moreover, automation enables librarians to generate reports and conduct performance assessments with greater ease. Automated systems can produce data on user behavior, resource utilization, and service trends, allowing librarians to evaluate the effectiveness of services and make evidence-based improvements. This

data-driven approach strengthens strategic planning and helps demonstrate the value of library services to institutional management.

In addition to operational benefits, automation provides professional development opportunities. Exposure to digital tools and systems fosters continuous learning and skills acquisition among librarians. This, in turn, prepares them to adapt to technological changes and remain competitive in the evolving landscape of academic librarianship. As Ajibola and Tella (2020) observed, librarians who engage with automated systems tend to display higher levels of confidence, innovation, and proactive service delivery. Library automation has significantly enriched the professional experience of librarians by streamlining operations, enhancing service delivery, and expanding their roles in the academic ecosystem. These benefits not only improve job performance but also strengthen the strategic relevance of librarians within their institutions. When adequately supported with infrastructure, training, and institutional commitment, automation serves as a powerful enabler of librarian effectiveness, satisfaction, and innovation.

Challenges Associated with the Use of Library Automation

While library automation offers numerous benefits for improving efficiency and modernizing library services, its implementation and sustained usage in Nigerian university libraries are often accompanied by a wide range of challenges. These challenges span infrastructural, financial, technical, and human resource dimensions, limiting the full potential of automation and affecting the overall performance of library

staff. One of the most prominent challenges is inadequate ICT infrastructure, including unreliable power supply, slow internet connectivity, and limited access to modern hardware. Library automation systems are heavily dependent on stable electricity and broadband access to function optimally. Unfortunately, many Nigerian university libraries operate in environments where power outages and internet downtimes are frequent. According to Edewor, Emeka-Ukwu, and Osuchukwu (2021), the lack of dependable technological infrastructure is a major obstacle to the consistent operation and sustainability of automated library systems in Nigerian academic institutions.

Closely linked to this is the issue of inadequate funding, which affects both the procurement of automation software and the maintenance of existing systems. Many university libraries rely on sporadic funding from internal budgets or external interventions like TETFund, which may not be sufficient or consistent enough to cover the high costs associated with acquiring and upgrading Integrated Library Management Systems (ILMS), maintaining servers, renewing licenses, or training staff. Odu and Okojie (2020) emphasize that the high cost of licensed software and the recurring expenses associated with system upgrades often force libraries to settle for outdated or limited-functionality versions of automation tools. Insufficient technical skills among library staff also present a significant barrier. Although automation systems are designed to streamline library operations, they require a certain level of digital literacy and technical proficiency for optimal use. In many Nigerian universities, librarians lack

adequate training in handling these systems, resulting in underutilization of available tools or dependence on external technicians. Oyesiku and Oduwole (2021) found that gaps in staff competency often lead to inefficiencies, errors, and low staff morale, especially when employees feel overwhelmed by technologies they have not been adequately trained to manage.

In addition, resistance to change is another recurring challenge in the automation process. Some librarians, especially those with long-standing experience in manual systems, may be reluctant to embrace new technologies due to fear of redundancy or uncertainty about their ability to adapt. This resistance can hinder the adoption and full implementation of automation initiatives, as successful automation requires not only technical inputs but also cultural and attitudinal shifts within the institution (Ajibola & Tella, 2020). Another challenge is lack of institutional policy and strategic planning. In many cases, library automation is initiated without a clear roadmap, leading to fragmented implementation and poor system integration. Some libraries implement OPACs without automating other subsystems like acquisitions or circulation, resulting in hybrid models that do not fully capture the benefits of end-to-end automation. Nwosu and Udo-Anyanwu (2022) argue that the absence of comprehensive automation policies and evaluation frameworks often results in poorly coordinated automation efforts that lack sustainability.

Maintenance and technical support remain major concerns. Even when systems are initially functional, many libraries face difficulties in maintaining them due to lack of in-

house technical personnel or delays in accessing vendor support. Without regular updates, backups, and repairs, systems become outdated or vulnerable to breakdowns, affecting service continuity and data security. Eze and Ezinwayi (2021) point out that the lack of robust support structures for troubleshooting and upgrades often discourages libraries from fully committing to automated systems. Lastly, cybersecurity risks and data management issues have emerged as growing concerns. With automation comes the risk of data breaches, system hacking, and unauthorized access to user records. Unfortunately, many university libraries lack sufficient cybersecurity measures to protect sensitive bibliographic and user data, making them vulnerable to threats that could compromise the integrity of library services.

While library automation offers transformative opportunities for academic libraries, several challenges continue to hinder its effective implementation and sustainability in Nigerian universities. These include infrastructural deficiencies, funding limitations, low technical capacity, resistance to change, lack of institutional policy, inadequate support, and data security concerns. Addressing these challenges requires a coordinated and strategic approach involving increased investment, continuous staff training, institutional commitment, and the establishment of clear automation policies. Only then can the full benefits of automation be realized in enhancing library services and staff performance.

Empirical Studies on Library Automation and Librarian Performance

A considerable body of empirical research has examined the relationship between library automation and librarian job performance, particularly in the context of academic institutions. These studies provide practical insights into how automation tools impact the efficiency, productivity, service delivery, and professional roles of librarians. By analyzing trends, patterns, and measurable outcomes, empirical evidence serves as a critical component for validating the benefits and limitations of automation in real-world library settings. In Nigeria, several studies have documented the positive impact of library automation on the performance of librarians. For example, Ogbuiyi and Okpe (2020) conducted a study on public university libraries in South-East Nigeria and found that librarians working in automated environments demonstrated higher levels of productivity, reduced task duplication, and improved response times to user queries. The study concluded that automation contributed to the effectiveness of librarians by streamlining workflows and enabling the use of self-service technologies such as Online Public Access Catalogs (OPACs).

Similarly, Eze and Ezinwayi (2021) explored the influence of ICT competence on job performance among academic librarians in South-East Nigeria. The findings revealed a strong positive correlation between librarians' proficiency in using automated systems and their job performance. The researchers emphasized that librarians who had received training in ILMS tools and digital resource management were more confident, adaptable, and efficient in service delivery. This aligns with global findings that digital literacy and

continuous training are significant predictors of performance in automated library settings. An empirical study by Ajibola and Tella (2020) also emphasized the role of motivational and institutional factors in shaping librarian performance in the context of automation. The study, which involved librarians across six federal university libraries in Nigeria, identified access to automation tools, management support, and professional development opportunities as key variables that enhanced job performance. The authors argued that while technology facilitates service efficiency, its impact is amplified when combined with enabling organizational structures.

In a broader regional context, Alhassan and Mohammed (2021) examined library automation and staff performance in university libraries in Ghana and Nigeria. Their cross-national study revealed that library automation led to better time management, data accuracy, and user satisfaction. However, the study also highlighted disparities in the implementation of automation across institutions, suggesting that infrastructure and funding remain determining factors in the actual impact on librarian performance. Moreover, Nwalo and Oghenetega (2022) investigated the extent to which automation affects specific performance metrics such as cataloging speed, circulation efficiency, and user feedback. Their study involved academic librarians from 12 Nigerian universities and found that those using integrated systems like KOHA and Liberty5 recorded improved performance in technical services. The authors recommended the integration of

user analytics and performance dashboards to support continuous monitoring and evaluation of staff efficiency in automated environments.

It is also worth noting that empirical studies have drawn attention to the challenges and limitations affecting the automation-performance relationship. For instance, Odu and Okojie (2020) reported that in many Nigerian libraries, automation systems are underutilized due to insufficient training and lack of technical support. While the systems are in place, the failure to fully integrate or use them effectively leads to minimal impact on job performance. This finding highlights the importance of not just investing in technology but also building staff capacity and ensuring consistent system maintenance. Empirical evidence suggests that library automation positively influences librarian performance, particularly in areas of speed, accuracy, user satisfaction, and professional engagement. However, the extent of this influence is contingent upon several variables, including infrastructure availability, staff training, institutional support, and policy direction. These findings underscore the need for a holistic approach to automation one that combines technology with human capacity development and strategic planning.

Empirical studies offer robust evidence that supports the transformative impact of automation on librarian job performance in academic libraries. They also reveal the nuances and context-specific challenges that need to be addressed to maximize this impact. As libraries continue to evolve into digital knowledge hubs, leveraging empirical

insights is essential for guiding future investments, policy development, and staff training initiatives in the field of library and information science.

Summary of the Literature Reviewed

The reviewed literature presents a comprehensive understanding of the influence of library automation on the job performance of librarians, especially within academic library settings in Nigeria. It began with a conceptual clarification of library automation, explaining it as the use of technology to manage core library operations such as cataloging, acquisitions, circulation, and access to digital resources. Automation was shown to be instrumental in transforming traditional library practices, improving workflow efficiency, and meeting the expectations of modern information users. Job performance in library settings was examined in terms of how effectively librarians fulfill their professional duties. The literature highlighted that performance is evaluated not only through task completion but also through the quality of services, responsiveness to user needs, and the ability to manage both print and digital resources effectively. Factors such as staff motivation, digital skills, training, and organizational support were identified as key determinants of performance.

The extent and level of library automation in Nigerian university libraries were found to be uneven. While some institutions have embraced full automation using systems such as Integrated Library Management Systems and Online Public Access Catalogs, many others operate under semi-automated or hybrid models. Limitations in infrastructure,

funding, and policy implementation have contributed to these disparities. The influence of automation on librarian performance was widely acknowledged as positive. Automation reduces manual workload, enhances access to information, and allows librarians to engage in more strategic roles such as digital literacy training and research support. It was noted, however, that the impact of automation is significantly dependent on the availability of resources, institutional planning, and ongoing staff development.

Library automation was also shown to offer numerous benefits to librarians. These include increased productivity, reduced errors, better resource management, and improved job satisfaction. Librarians benefit professionally through enhanced roles, easier access to performance data, and stronger engagement with users. Despite these advantages, several challenges were identified. These include inadequate ICT infrastructure, unreliable power supply, insufficient technical skills, poor funding, and resistance to change. These challenges hinder the full realization of automation's potential in many academic libraries across the country. Empirical studies further reinforced the general findings by demonstrating that librarians working in automated environments tend to perform better and deliver more efficient services. However, the studies also revealed that outcomes vary depending on factors such as institutional support, system quality, staff training, and the level of automation implemented.

The literature affirms that while library automation positively impacts librarian performance, its success is reliant on a combination of technological readiness, skilled

personnel, and supportive institutional policies. Addressing existing challenges is essential to maximizing the benefits of automation in academic libraries.

CHAPTER THREE

METHODOLOGY

This chapter outlines the research methodology that will be employed in carrying out the study. It details the approach used in designing the study, selecting participants, collecting data, and analyzing findings. The goal is to ensure the process is systematic, replicable, and capable of providing valid and reliable results. The methodology is structured under the following subheadings:

- Research Design
- Population of the Study
- Sample and Sampling Technique

- Research Instrument
- Validation of the Instrument
- Reliability of the Instrument
- Method of Data Collection
- Method of Data Analysis

Research Design

This study adopts a **descriptive survey research design**. A descriptive survey is a method used to gather information from a sample of people by using questionnaires. It allows the researcher to describe, observe, and document aspects of a situation as it naturally occurs without manipulating any variables. the research investigates the influence of library automation on the job performance of librarians in John Harris Library, University of Benin. This design allows for the collection of quantifiable data from a target population to answer the research questions and meet the objectives of the study.

Population of the Study

The population of this study comprises of 100 librarians working in John Harris Library at the University of Benin. This includes both professional and para-professional library staff directly involved in automated library services such as cataloguing, circulation, acquisition, serials management, and digital resource administration.

Sample and Sampling Technique

Due to the small population size, the entire population, of 100 librarians will be selected for the study using the census sampling technique. The census sampling technique is used to select all the study population in a situation of small population.

Research Instrument

The primary instrument for data collection in this study is a **self-structured questionnaire**. This instrument is appropriate for collecting a large volume of data efficiently and allows students to respond honestly and privately. The questionnaire is titled: **"influence of library automation on job performance of librarians."** The questionnaire is divided into two main sections: **Section A: Demographic Information.** This section collects personal background data such as age, gender, and years of work experience. **Section B consist of the main items of the questionnaire.** Each research question is covered by five related items. Respondents will indicate their level of agreement using a **4-point Likert scale**: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD). The use of a Likert scale provides a standardized method for measuring attitudes, opinions, and behaviors.

Validation of the Instrument

To ensure the instrument measures what it is intended to measure, it will undergo **content validation**. This involves expert review by the researcher's supervisor and two other experts from the Department of Educational Management. These reviewers will assess the questionnaire for clarity, language appropriateness, relevance to the research

questions, and coverage of the subject matter. Their feedback will be used to refine and revise the instrument to ensure its content is accurate, comprehensive, and free from ambiguity. This step is essential to establish **face and content validity**, ensuring that the questionnaire is both scientifically credible and understandable to respondents.

Reliability of the Instrument

Reliability refers to the **consistency of the instrument** in measuring the intended variables over time and across different contexts. To test reliability, **a pilot study** will be conducted using 30 undergraduate students from Ambrose Alli University, Ekpoma (who will not be part of the main study). The responses from the pilot will be analyzed using the **Cronbach Alpha coefficient**, a statistical measure of internal consistency. A Cronbach Alpha score will be considered acceptable and indicative that the items are measuring the same underlying construct reliably. This process will help identify any ambiguous or poorly constructed items that may need revision before full-scale data collection begins.

Method of Data Collection

Data collection will be conducted through **direct administration of questionnaires** to the selected sample. The researcher and trained assistants will visit classrooms, hostels, and designated faculty buildings to distribute the questionnaires. Prior to administering the instrument, the purpose of the study will be explained to the participants, and they will be assured of the **confidentiality and anonymity** of their responses. Participation

will be entirely voluntary, and no incentives or coercion will be used. Completed questionnaires will be collected on the spot to ensure a high response rate and reduce the chances of data loss or manipulation. Where necessary, assistance will be provided in understanding and interpreting the questionnaire items without influencing the participants' answers.

Method of Data Analysis

Data gathered from the completed questionnaires will be coded and analyzed using the **Statistical Package for the Social Sciences (SPSS)** software. Descriptive statistics such as frequency distributions, percentages, means, and standard deviations will be used to describe respondents' demographic characteristics and summarize patterns in health behavior.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSION OF FINDINGS

This chapter is concerned with the presentation of results and discussion of findings.

Presentation of Results

Table 4.1: Research Question 1: What is the level of library automation in John Harris Library, University of Benin?

S/N	Statement	SA	A	D	SD	Mean	Remark
1.	The library uses an Integrated	76	5	8	11	3.46	Agreed

	Library Management System (ILMS) like KOHA.	(76%)	(5%)	(8%)	(11%)		
2.	Most library services have been digitized.	4 (4%)	80 (80%)	7 (7%)	9 (9%)	2.79	Agreed
3.	Online cataloguing and classification are regularly used.	83 (83%)	4 (4%)	4 (4%)	9 (9%)	3.61	Agreed
4.	Users can access library services remotely.	8 (8%)	75 (75%)	9 (9%)	8 (8%)	2.83	Agreed
5.	The automation infrastructure is up-to-date.	4 (4%)	74 (74%)	12 (12%)	10 (10%)	2.72	Agreed
	Cluster Mean					**3.08**	**High**

Source: Field Survey, 2025.

The results from Table 4.1 show that most respondents agree that the John Harris Library at the University of Benin has achieved a notable level of automation. The highest average score was recorded for the regular use of online cataloguing and classification (3.61), indicating strong adoption of core automated services. This is closely followed by the use of an Integrated Library Management System like KOHA (3.46), suggesting that systematized library operations are well-established. Although slightly lower, the statement on most library services being digitized had a mean of 2.79, showing general agreement but hinting at room for improvement. Similarly, the ability of users to access services remotely (2.83) and the up-to-dateness of the automation infrastructure (2.72) received the lowest average scores, indicating that while present, these aspects may not be fully optimized. Nevertheless, the overall cluster mean of 3.08 confirms that the level of automation in the library is generally high and positively perceived by users.

Table 2: Research Question 2: What are the perceived influences of library automation on librarians' performance?

S/N	Statement	SA	A	D	SD	Mean	Remark

6	Automation improves the speed of service delivery.	78 (78%)	11 (11%)	6 (6%)	5 (5%)	3.62	Agreed
7	Automation reduces the workload of routine tasks.	78 (78%)	11 (11%)	4 (4%)	7 (7%)	3.60	Agreed
8	Automation allows librarians to focus on user support and research guidance.	77 (77%)	5 (5%)	5 (5%)	13 (13%)	3.46	Agreed
9	Automated systems help in better decision-making.	9 (9%)	78 (78%)	7 (7%)	6 (6%)	2.90	Agreed
10.	My job performance has improved since automation was introduced.	77 (77%)	10 (10%)	9 (9%)	4 (4%)	3.60	Agreed
	Cluster Mean					**3.44**	**Agreed**

Source: Field Survey, 2025

The results from Table 2 indicate that librarians at the John Harris Library perceive automation as having a generally positive influence on their job performance. The highest mean score was recorded for the belief that automation improves the speed of service delivery (3.62), followed closely by its role in reducing the workload of routine tasks (3.60) and enhancing overall job performance (3.60). These results suggest that automation helps librarians become more efficient and effective in their daily duties. The ability of automation to allow staff to focus more on user support and research guidance also received a relatively high mean score of 3.46, showing strong agreement among respondents. Although the statement regarding better decision-making through automated systems received the lowest mean score of 2.90, it was still within the “Agreed” range, indicating that respondents see value in automation for administrative and strategic functions as well. With a cluster mean of 3.44, the data confirms that automation is positively influencing librarians’ performance across multiple aspects of their work.

Table 3: Research Question 3: What benefits do librarians derive from the use of library automation?

S/N	Statement	SA	A	D	SD	Mean	Remark
11	It increases job satisfaction.	76 (76%)	12 (12%)	7 (7%)	5 (5%)	3.59	Agreed
12	It improves the accuracy of records.	77 (77%)	11 (11%)	7 (7%)	5 (5%)	3.60	Agreed
13	It supports effective resource management.	80 (80%)	8 (8%)	6 (6%)	6 (6%)	3.62	Agreed
14	It enhances communication and collaboration.	78 (78%)	11 (11%)	6 (6%)	5 (5%)	3.62	Agreed
15	It boosts professional confidence in handling digital services.	80 (80%)	6 (6%)	6 (6%)	8 (8%)	3.58	Agreed
	Cluster Mean					**3.60**	**Agreed**

Source: Field Survey, 2025

The results from Table 3 show that librarians at the John Harris Library perceive several significant benefits from the use of library automation. The highest mean scores were observed for its support in effective resource management and enhancement of communication and collaboration, both at 3.62, indicating strong agreement among respondents. Improvements in the accuracy of records (3.60) and increased job satisfaction (3.59) also received high scores, suggesting that automation contributes to both the quality of work and personal fulfillment. Additionally, librarians agreed that automation boosts their professional confidence in handling digital services, with a mean score of 3.58. The overall cluster mean of 3.60 reflects a consistent and positive perception of automation's benefits, confirming that it plays a valuable role in enhancing various aspects of librarians' work experiences.

Table 4: Research Question 4: What challenges do librarians face using library automation?

S/N	Statement	SA	A	D	SD	Mean	Remark
16	Lack of adequate training on automated systems.	77 (77%)	11 (11%)	7 (7%)	5 (5%)	3.60	Agreed
17	Frequent system/network downtime.	6 (6%)	81 (81%)	7 (7%)	6 (6%)	2.87	Agreed
18	Insufficient technical support.	75 (75%)	5 (5%)	8 (8%)	12 (12%)	3.43	Agreed
19	Resistance to change by some staff.	77 (77%)	10 (10%)	7 (7%)	6 (6%)	3.58	Agreed
20.	Inadequate funding for system upgrades.	76 (76%)	6 (6%)	9 (9%)	9 (9%)	3.49	Agreed
	Cluster Mean					**3.39**	**Agreed**

Source: Field Survey, 2025

The results from Table 4 reveal that while librarians at the John Harris Library generally agree on the benefits of automation, they also face several notable challenges. The most significant concern is the lack of adequate training on automated systems, which received the highest mean score of 3.60, suggesting a strong need for capacity building. This is closely followed by resistance to change among some staff (3.58) and inadequate funding for system upgrades (3.49), indicating that both human and financial factors are key obstacles to fully leveraging automation. Insufficient technical support also emerged as a challenge, with a mean of 3.43, reflecting concerns about ongoing system maintenance and troubleshooting. The issue of frequent system or network downtime received the lowest mean score of 2.87, though still within the "Agreed" range, showing that reliability issues are also present but perhaps less severe than other challenges. The overall cluster mean of 3.39 confirms that librarians recognize multiple hurdles in using

automation, which need to be addressed to ensure optimal system performance and user satisfaction.

Test of Hypotheses

H_{01}: There is no significant relationship between library automation and the job performance of librarians in John Harris Library.

Test Statistics

	LAUT
Chi-Square	416.200[a]
Df	9
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

The hypothesis test conducted to examine the relationship between library automation and the job performance of librarians at John Harris Library revealed a Chi-Square value of 416.200 with 9 degrees of freedom and a significance level (p-value) of 0.000. Since the p-value is less than the conventional threshold of 0.05, the result is statistically significant. This means the null hypothesis, which states that there is no significant relationship between library automation and librarians' job performance, is rejected. Therefore, the analysis confirms that there is a significant relationship between the use of library automation and improved job performance among librarians in the library.

Discussion of Findings

The findings from this study confirm that library automation at John Harris Library has a significant and positive impact on librarians' performance, service delivery, and professional experience, while also revealing some practical challenges.

Olagoke and Kolawole (2019) investigated the effect of library automation on the performance of librarians in private universities in South-West Nigeria. Their study used a survey design with 272 librarians and found that five out of six key library services were fully automated, and librarians' performance improved by 70% due to automation. Importantly, they reported a significant and positive correlation ($r = .372$, $p < .01$) between library automation and librarian performance very similar to the conclusion of this study, where the null hypothesis was rejected, showing a significant relationship between automation and job performance ($\chi^2 = 416.200$, $p = .000$).

Similarly, Tabusum (2013) emphasized that library automation reduces manual labor, increases productivity, and improves information access and communication. This aligns with the current study's findings where automation was perceived to improve job satisfaction (3.59), support effective resource management (3.62), and enhance communication and collaboration (3.62). The consistency in these outcomes reinforces the value of automation as a productivity-enhancing tool in academic libraries.

Pandey and Pandey (2014) in engineering colleges in India revealed that library automation increased the speed, accuracy, and effectiveness of library operations. This is directly comparable to the findings in Table 2 of the current study, where speed of service delivery (3.62) and accuracy of records (3.60) were among the highest-rated benefits. Additionally, Kairis (1997) highlighted that the rise of systems librarians emerged as a professional response to the increasing demands of managing automated systems. He noted that technological change brought uncertainty, resistance, and the need for retraining issues echoed in this study where respondents cited lack of training (3.60), resistance to change (3.58), and insufficient technical support (3.43) as key challenges. Furthermore, Trishya et al. (2020) proposed a fully automated model involving database synchronization and mechanized shelves to enhance user efficiency. While such high-tech models go beyond the current setup at John Harris Library, they support the general premise that automation enhances operational efficiency, which aligns with the positive perceptions reflected in the present study's high cluster means.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

Summary

This study investigated the influence of library automation on the job performance of librarians in the John Harris Library, University of Benin, Edo State. The research aimed to determine the level of automation in the library, examine its perceived influence on

librarians' job performance, identify benefits librarians derive from automation, and uncover the challenges they face in its implementation. A descriptive survey design was used, targeting the entire population of 100 librarians through census sampling. Data were collected using a structured questionnaire, developed and validated through expert review and tested for reliability using the Cronbach Alpha method. The data were analyzed using descriptive statistics and chi-square inferential analysis.

The findings of the study were as follows;

1. There is a high level of library automation in John Harris Library, University of Benin
2. There is perceived positive influences of library automation on librarians' performance
3. Improvements in the accuracy of records, enhancement of communication and increased job satisfaction are the benefits librarians derived from the use of library automation.
4. lack of adequate training on automated systems, resistance to change among some staff and inadequate funding for system upgrades are the challenges librarians face using library automation.
5. There is a significant relationship between the use of library automation and improved job performance among librarians in the library

Conclusion

Based on the findings, the study concludes that **library automation plays a vital and transformative role in enhancing the job performance of librarians** at the John Harris Library. Automation tools not only streamline routine tasks but also empower librarians to focus on higher-level services, contributing to improved efficiency, effectiveness, and professional satisfaction. However, the presence of challenges such as limited training opportunities, technical glitches, and inadequate funding suggests the need for strategic interventions to maximize the potential of automation. When adequately supported with infrastructure and capacity-building, automation serves as a catalyst for modernizing academic library services and improving staff productivity.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Library administrators should invest in ongoing training for librarians to strengthen their technical competence in using automated systems effectively.
2. Adequate technical support staff and ICT infrastructure should be provided to minimize system downtimes and ensure smooth library operations.
3. Automation tools should be regularly upgraded, and sufficient funding should be allocated for both software and hardware maintenance to ensure sustainability.

4. Change management strategies should be introduced, including orientation programs and awareness campaigns to address resistance and foster acceptance of digital systems among staff.
5. University management should promote collaborative planning involving librarians in decision-making processes related to automation implementation and system upgrades.

Suggestions for Further Studies

To expand on the findings of this study, future researchers are encouraged to:

1. Conduct comparative studies on the influence of library automation in both public and private university libraries across different regions of Nigeria.
2. Undertake longitudinal research to track how sustained exposure to automation impacts librarian performance and role transformation over time.
3. Investigate the role of digital tools, including AI and mobile platforms, in enhancing library automation and service delivery efficiency.
4. Explore the impact of automation on user satisfaction, examining how automated services affect students' and faculty members' perceptions of library quality.
5. Study administrative and managerial challenges, including budgeting, procurement, and policy constraints, that affect automation success in academic libraries.

Contribution to Knowledge

This study contributes to the growing body of educational research by:

This study contributes to scholarly and practical understanding in the following ways:

1. It provides context-specific empirical evidence on how library automation affects the performance of librarians in a major Nigerian academic library.
2. It identifies both the benefits and barriers of automation, offering a balanced perspective that can guide institutional planning and investment.
3. The study contributes a validated, reliable instrument that can be replicated or adapted in similar institutional studies on library automation and staff performance.
4. It integrates librarians' lived experiences and perspectives, emphasizing the human dimension of automation that is often overlooked in technical evaluations.
5. The study enhances the policy and administrative discourse by offering actionable recommendations for improving automation outcomes in academic libraries across Nigeria and similar developing contexts.

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APPENDIX

QUESTIONNAIRE

LIBRARY AND INFORMATION SCIENCE

DEPARTMENT OF EDUCATIONAL MANAGEMENT

FACULTY OF EDUCATION
UNIVERSITY OF BENIN
BENIN CITY

Dear Respondent,

I am an undergraduate student of the Department of Library and Information Science, Faculty of Education, University of Benin. I am conducting a research study titled: **"Influence of Library Automation on Job Performance of Librarians in John Harris Library, University of Benin, Benin City, Edo State."**

The purpose of this study is to explore the effects of library automation on the performance of librarians, including its benefits, challenges, and the extent of implementation. Your participation is entirely voluntary, and all responses will be kept strictly confidential. The information provided will be used solely for academic purposes. Kindly respond sincerely to each item.

Thank you for your time and cooperation.

Yours faithfully,
(Researcher)

SECTION A: Demographic Data

Demographic Variable	**Response**
Gender	Male ( ) Female ( )
Age	_____ years
Academic Qualification	_____
Years of Experience	_____ years
Job Title	_____

SECTION B: Main Questionnaire
SA = Strongly Agree | A = Agree | D = Disagree | SD = Strongly Disagree
Section B
SA- Strongly Agree, A- Agree, D- Disagree, SD – Strongly Disagree

	Items	**SA**	**A**	**D**	**SD**
	What is the level of library automation in John				

	Harris Library, University of Benin?				
1.	The library uses an Integrated Library Management System (ILMS) like KOHA.				
2.	Most library services have been digitized.				
3.	Online cataloguing and classification are regularly used.				
4.	Users can access library services remotely.				
5.	The automation infrastructure is up-to-date.				
	What are the perceived influences of library automation on librarians' performance?	**SA**	**A**	**D**	**SD**
6.	Automation improves the speed of service delivery.				
7.	Automation reduces the workload of routine tasks.				
8.	Automation allows librarians to focus on user support and research guidance.				
9.	Automated systems help in better decision-making.				
10.	My job performance has improved since automation was introduced.				
	What benefits do librarians derive from the use of library automation?	**SA**	**A**	**D**	**SD**
11.	It increases job satisfaction.				
12.	It improves the accuracy of records.				
13.	It supports effective resource management.				
14.	It enhances communication and collaboration.				
15.	It boosts professional confidence in handling digital services.				
	What challenges do librarians face using library automation?				
16.	Lack of adequate training on automated systems.				
17.	Frequent system/network downtime.				
18.	Insufficient technical support.				
19.	Resistance to change by some staff.				
20.	Inadequate funding for system upgrades.				

Appendix II: Output

```
COMPUTE LAUT=q1 + q2 + q3 + q5 + q4.
EXECUTE.
FREQUENCIES VARIABLES=gender
  /ORDER=ANALYSIS.
```

Frequencies

Notes

Output Created		03-SEP-2025 09:13:25
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=gender /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

[DataSet0]

Statistics

gender		
N	Valid	100
	Missing	0

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	86	86.0	86.0	86.0
	Female	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

```
FREQUENCIES VARIABLES=q1 q2 q3 q4 q5
  /STATISTICS=MEAN
  /ORDER=ANALYSIS.
```

Frequencies

Notes

Output Created		03-SEP-2025 09:14:53
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=q1 q2 q3 q4 q5 /STATISTICS=MEAN /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

Statistics

		The library uses an Integrated Library Management System (ILMS) like KOHA.	Most library services have been digitized.	Online cataloguing and classification are regularly used.	Users can access library services remotely.	The automation infrastructure is up-to-date.
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.46	2.79	3.61	2.83	2.72

Frequency Table

The library uses an Integrated Library Management System (ILMS) like KOHA.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	11.0	11.0	11.0
	Disagree	8	8.0	8.0	19.0
	Agree	5	5.0	5.0	24.0
	Strongly Agree	76	76.0	76.0	100.0

	Total	100	100.0	100.0	

Most library services have been digitized.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	9.0	9.0	9.0
	Disagree	7	7.0	7.0	16.0
	Agree	80	80.0	80.0	96.0
	Strongly Agree	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Online cataloguing and classification are regularly used.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	9.0	9.0	9.0
	Disagree	4	4.0	4.0	13.0
	Agree	4	4.0	4.0	17.0
	Strongly Agree	83	83.0	83.0	100.0
	Total	100	100.0	100.0	

Users can access library services remotely.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	8.0	8.0	8.0
	Disagree	9	9.0	9.0	17.0
	Agree	75	75.0	75.0	92.0
	Strongly Agree	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

The automation infrastructure is up-to-date.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	10.0	10.0	10.0
	Disagree	12	12.0	12.0	22.0
	Agree	74	74.0	74.0	96.0
	Strongly Agree	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

FREQUENCIES VARIABLES=gender q6 q7 q8 q9 q10

/STATISTICS=MEAN
/ORDER=ANALYSIS.

Frequencies

Notes

Output Created		03-SEP-2025 09:15:54
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=gender q6 q7 q8 q9 q10 /STATISTICS=MEAN /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

Statistics

		gender	Automation improves the speed of service delivery.	Automation reduces the workload of routine tasks.	Automation allows librarians to focus on user support and research guidance.	Automated systems help in better decision-making.
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		1.14	3.62	3.60	3.46	2.90

Statistics

		My job performance has improved since automation was introduced.
N	Valid	100

	Missing	0
Mean		3.60

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	86	86.0	86.0	86.0
	Female	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

Automation improves the speed of service delivery.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.0	5.0	5.0
	Disagree	6	6.0	6.0	11.0
	Agree	11	11.0	11.0	22.0
	Strongly Agree	78	78.0	78.0	100.0
	Total	100	100.0	100.0	

Automation reduces the workload of routine tasks.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	7.0	7.0	7.0
	Disagree	4	4.0	4.0	11.0
	Agree	11	11.0	11.0	22.0
	Strongly Agree	78	78.0	78.0	100.0
	Total	100	100.0	100.0	

Automation allows librarians to focus on user support and research guidance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	13.0	13.0	13.0

	Disagree	5	5.0	5.0	18.0
	Agree	5	5.0	5.0	23.0
	Strongly Agree	77	77.0	77.0	100.0
	Total	100	100.0	100.0	

Automated systems help in better decision-making.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.0	6.0	6.0
	Disagree	7	7.0	7.0	13.0
	Agree	78	78.0	78.0	91.0
	Strongly Agree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

My job performance has improved since automation was introduced.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.0	4.0	4.0
	Disagree	9	9.0	9.0	13.0
	Agree	10	10.0	10.0	23.0
	Strongly Agree	77	77.0	77.0	100.0
	Total	100	100.0	100.0	

```
FREQUENCIES VARIABLES=q11 q12 q13 q14 q15
  /STATISTICS=MEAN
  /ORDER=ANALYSIS.
```

Frequencies

Notes

Output Created		03-SEP-2025 09:17:11
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100

Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=q11 q12 q13 q14 q15 /STATISTICS=MEAN /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.04

Statistics

		It increases job satisfaction.	It improves the accuracy of records.	It supports effective resource management.	It enhances communication and collaboration.	It boosts professional confidence in handling digital services.
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.59	3.60	3.62	3.62	3.58

Frequency Table

It increases job satisfaction.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.0	5.0	5.0
	Disagree	7	7.0	7.0	12.0
	Agree	12	12.0	12.0	24.0
	Strongly Agree	76	76.0	76.0	100.0
	Total	100	100.0	100.0	

It improves the accuracy of records.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.0	5.0	5.0
	Disagree	7	7.0	7.0	12.0
	Agree	11	11.0	11.0	23.0
	Strongly Agree	77	77.0	77.0	100.0
	Total	100	100.0	100.0	

It supports effective resource management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.0	6.0	6.0
	Disagree	6	6.0	6.0	12.0
	Agree	8	8.0	8.0	20.0
	Strongly Agree	80	80.0	80.0	100.0
	Total	100	100.0	100.0	

It enhances communication and collaboration.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.0	5.0	5.0
	Disagree	6	6.0	6.0	11.0
	Agree	11	11.0	11.0	22.0
	Strongly Agree	78	78.0	78.0	100.0
	Total	100	100.0	100.0	

It boosts professional confidence in handling digital services.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	8.0	8.0	8.0
	Disagree	6	6.0	6.0	14.0
	Agree	6	6.0	6.0	20.0
	Strongly Agree	80	80.0	80.0	100.0
	Total	100	100.0	100.0	

```
FREQUENCIES VARIABLES=q16 q17 q18 q19 q20
  /STATISTICS=MEAN
  /ORDER=ANALYSIS.
```

Frequencies

Notes

Output Created	03-SEP-2025 09:18:06
Comments	

Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=q16 q17 q18 q19 q20 /STATISTICS=MEAN /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.05

Statistics

		Lack of adequate training on automated systems.	Frequent system/network downtime.	Insufficient technical support.	Resistance to change by some staff.	Inadequate funding for system upgrades.
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		3.60	2.87	3.43	3.58	3.49

Frequency Table

Lack of adequate training on automated systems.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5.0	5.0	5.0
	Disagree	7	7.0	7.0	12.0
	Agree	11	11.0	11.0	23.0
	Strongly Agree	77	77.0	77.0	100.0
	Total	100	100.0	100.0	

Frequent system/network downtime.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.0	6.0	6.0
	Disagree	7	7.0	7.0	13.0
	Agree	81	81.0	81.0	94.0
	Strongly Agree	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Insufficient technical support.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	12.0	12.0	12.0
	Disagree	8	8.0	8.0	20.0
	Agree	5	5.0	5.0	25.0
	Strongly Agree	75	75.0	75.0	100.0
	Total	100	100.0	100.0	

Resistance to change by some staff.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	6.0	6.0	6.0
	Disagree	7	7.0	7.0	13.0
	Agree	10	10.0	10.0	23.0
	Strongly Agree	77	77.0	77.0	100.0
	Total	100	100.0	100.0	

Inadequate funding for system upgrades.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	9.0	9.0	9.0
	Disagree	9	9.0	9.0	18.0
	Agree	6	6.0	6.0	24.0
	Strongly Agree	76	76.0	76.0	100.0
	Total	100	100.0	100.0	

```
NPAR TESTS
  /CHISQUARE=LAUT
  /EXPECTED=EQUAL
  /MISSING ANALYSIS.
```

NPar Tests

Notes

Output Created		03-SEP-2025 09:18:52
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each test are based on all cases with valid data for the variable(s) used in that test.
Syntax		NPAR TESTS /CHISQUARE=LAUT /EXPECTED=EQUAL /MISSING ANALYSIS.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01
	Number of Cases Allowed[a]	786432

a. Based on availability of workspace memory.

Chi-Square Test

Frequencies

LAUT

	Observed N	Expected N	Residual
7.00	1	10.0	-9.0
8.00	3	10.0	-7.0
9.00	2	10.0	-8.0
10.00	5	10.0	-5.0
11.00	2	10.0	-8.0
12.00	4	10.0	-6.0
13.00	5	10.0	-5.0
14.00	6	10.0	-4.0

16.00	1	10.0	-9.0
17.00	71	10.0	61.0
Total	100		

Test Statistics

	LAUT
Chi-Square	416.200[a]
df	9
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.