

UNIVERSITI TEKNOLOGI MARA

**DETERMINANTS OF WORK
ENGAGEMENT AND ITS IMPACT
ON WORK PERFORMANCE: A
STUDY OF ACADEMIC
LIBRARIANS IN PAKISTAN**

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ABSTRACT

Work engagement significantly influences librarians' performance and effectiveness, given their critical role in facilitating knowledge access and community engagement. Increasing librarians' engagement at work offers a chance to improve their knowledge and abilities to serve the academic community better. This study aimed to investigate the various factors of work engagement and their impact on the work performance of academic librarians in Pakistan. This study addresses the global issue of employee disengagement, highlighting the statistical evidence of a notable decline in engagement levels across various sectors, including libraries in Pakistan. It is imperative to address this problem to improve productivity, retain highly skilled professionals, and align with national development goals to enhance the quality of education. The primary concerns emphasized encompass issues related to perceived deficiencies in human resource practices, absence of well-defined roles and effective leadership, empirical deficiencies in comprehending the impact of work environments and leader behaviors, the necessity for skilled personnel, limited research regarding personal characteristics, and the significance of increasing work engagement to enhance performance at work. This study employs a quantitative research methodology and a survey instrument to investigate the research problem. A total of 465 academic librarians in Pakistan possessing at least a master's degree in library and information science (LIS) were included in the data collection process. An SPSS analysis demonstrated a significant work engagement among Pakistan's academic librarians. They perceived themselves as energetic, resilient, and deeply immersed in their work. In addition, the academic librarians exhibited high work performance, showcasing expertise in carrying out their primary responsibilities. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to analyze the structural model and test hypotheses. The study's findings suggest that favorable environmental characteristics, supportive leadership behaviors, and positive personal characteristics influence the work performance of academic librarians in Pakistan. Additionally, the degree of work engagement significantly impacted how these factors influenced work performance. Except for the direct correlation between environmental characteristics, leader behaviors, and the work performance of academic librarians, the findings confirm all hypotheses. The research adds to the existing literature by presenting a conceptual framework that includes work engagement as a mediator. This study fills important knowledge gaps by analyzing the variables affecting work engagement and Pakistani academic librarians' performance. The study concluded the value of developing positive work environments, skilled leadership, and positive personal traits to improve work engagement and, in turn, Pakistani academic librarians' job performance.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Librarianship plays an indispensable role in facilitating access to information and knowledge within academic institutions and universities. Librarians serve as stewards of vast knowledge repositories that extend from traditional books and journals to digital archives and multimedia resources. These professionals are integral to the academic community and responsible for organizing, cataloging, and disseminating materials that support research, teaching, and learning activities.

Beyond the academic walls, librarians also serve as advocates for reading, lifelong learning, and access to information for all members of society. In academic settings, they function as information consultants, guiding students, faculty, and researchers through the complexities of scholarly information. Their work includes advising on research methodologies, offering information literacy instruction, and curating institutional repositories to ensure that collections remain current, authoritative, and tailored to the specific needs of their institutions.

Moreover, the evolving role of academic librarians now encompasses information technology management. Librarians are responsible for integrating digital tools into library services, managing online databases, and developing digital repositories. They also support emerging technologies such as augmented reality and artificial intelligence. This expanded role highlights the interdisciplinary nature of librarianship and its ability to adapt to the changing needs of academic and societal environments. In developing countries like Pakistan, where educational infrastructure