

CAPACITY BUILDING AS DETERMINANTS OF JOB PERFORMANCE OF LIBRARIANS IN THE NATIONAL LIBRARY OF NIGERIA

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Abstract

The study evaluated the influence of capacity building as determinants of job performance of librarians in the national library of Nigeria. The study adopted a survey design with a study population of 135 librarians in National library of Nigeria, total enumeration was used because the population was very few. A structured and validated questionnaire was used for data collection. Data was analyzed using the SPSS software, frequency distribution and percentages. The findings revealed that the capacity building programmes were moderately available (grand mean=2.46, SD=.637), while the job training programmes were highly available (mean=2.61), and off the job training programmes were moderately available (mean=2.30). Specifically, the result indicated that staff orientation programs (mean=3.03), job rotation (mean=2.76), job instruction training (mean=2.74) and sandwich and part-time training programs (mean=2.50) were some of the on-the-job training programmes available to library staff of the National Library of Nigeria. The study concludes that capacity building helps in improving the job performance of librarians. This study therefore confirmed other previous studies which have focused on the effect of each of the variable of the study on job performance in the past. However, the study recommended that the management of National Library of Nigeria need to make conscious efforts to provide support for staff training and development programmes especially the long term and short term courses that could enhance the career progression of the library staff. Regular in-house trainings should also be given more attention to enable more staff to benefit.

Keywords: capacity building, job performance, librarians and National library

INTRODUCTION

Job performance, as one of the relevant goals of the organization in which a person works, remains an essential component in organizational behavior. Indeed, it has been suggested that improving job performance is one of, if not, the primary indicators for organizational growth. Job performance relates to an individual's contribution to organizations profit, effectiveness, and survival. In fact, effective and efficient job performance among all cadres of employees is part of the major determinants of any organizations ability to strategize and compete favorably in the global market. Furthermore, it refers to how workers deal with jobs and how they cope with or accomplish different tasks assigned as can be seen among librarians. Librarians play pivotal roles in the service delivery of any form of library which the National Library of Nigeria is not exempted. The National Library of Nigeria regulated and provide policies that guides production and publications of information materials, for this reasons, librarians are expected to perform optimally at their job. Karakas (2010) is of the view that Job performance of librarians no doubt, is expected to be high and competitive considering the ever- increasing and evolving trend in the global information market.

employee job performance signifies individual's work achievement after exerting required effort on the job. Thus, for National Library of Nigeria to thrive successfully, librarians' effective job performance is vital. Duties in the library are performed by the librarians whose resourcefulness and initiative are important for effective and efficient performance. Librarians are made up of academic librarians, paraprofessionals, and administrative staff. They perform statutory roles in order to accomplish the set goals of their libraries. Therefore, librarians are the most important in resource management in each library. The attitude of the librarians towards their duties is very important in the achievement of high level of performance in assigned job. Job performance may be seen as the release of statutory duties or role based on field of specialization. The quality of the services in the library can be measured by the services rendered to the users, which might also depend on the quality of the librarian who are in charge of the effective and efficient delivery of services. It is the duty of the librarian to offer better services to its users and to make sure that information sources and services are well employed for users' information needs. Librarians in the National library are not left out on these duties for the satisfaction of their users' information needs. National library being the apex library in Nigeria have its specific role in which it plays as a research institute, it has vision and mission.

Libraries especially national libraries are committed to provide information for all and in different formats. They play a major part in ensuring and encouraging literacy by offering important and relevant reading materials for people at all levels of life. They are dedicated to being socially responsible by contributing services that reach people in all works of life regardless of their social status. Libraries provide information thereby bridging the information gaps through the services they offer to people in the society. National Libraries are the heartbeat of organizational learning environments, they provide a place for users to advance their knowledge with relevant information resources that can meet their needs as individuals or of education, information, recreation and personal development, services provided by libraries are important for the development of information society where every user can have access to a wide range of new ideas, knowledge and innovation. National Libraries worldwide seek to offer solutions and ensure distribution of information to remote areas and globally through efficient and effective services delivery. The (NLN) is expected to provide services to meet the information needs of the society. The National Library serves as depository data bank for nation. Akanmidu and Idachaba (2015) reiterated that a NLN decree No 29 of 1970 listed is statutory function of the apex library of Nigeria (NLN): Assemble, maintain, extend and collection of books, periodical, pamphlet, musical score, reading and others; Establish and maintain a branch of national library in state capital of federation; Make the facilities of the National Library of Nigeria to serve as "Giant Memory" and intellectual store house as well as the database of learning and remembering process; Provide assistance to interested organization that would want to establish libraries and train their staff on how to use the facilities under their control; Make the facilities of the National Library of Nigeria available to member of public; produce and be responsible for the development of the National Bibliography of Nigeria (NLN) and the National Bibliographical services within a National Bibliographical Centre or elsewhere and provide for the nation a source of intellectual support which stimulate for advertisement in all field of human endeavor, particularly in academic, social, scientific and technological enterprise. Finally, provide a rich collection for reference and research material in all fields of learning within and beyond the National physical boundaries. Other functions are acting as national bibliographical information center; Compiling union catalogues and public retrospective National Bibliography; holding and keeping up-to-date at large and representative collection of foreign literature, including books about the country; organizing bibliographical control services; controlling legal deposit drive services. In addition to the National Library of Nigeria major functions is issuance of International Standard Book Number (ISBN) for books, monograph and other similar item and International Standard Serials Numbers (ISSN) for journals, magazines, newspaper, and other periodical related items.

Scholars believe that job performance is influenced by different factors such as motivation and can be moved by reinforcements. The word motivation originated from Latin word 'movere' meaning 'to make' it stimulates worker to put in their best in duties given to them (Umar, 2021). Motivation is explained as the direction and persistence of action of an employee. Ohiwerei and Emeti (2011) stated that performance of librarians is determined by the availability of incentives and the efficiency of the employees. Therefore, when workers are induced for excellent performance, it inspires them to work harder and produce more

results. The absence of appropriate motivations for exceptional performance weakens employees' attitude to work, and this negatively effects the library's overall performance (Palmer, 2012). That is while Lia (2011) asserted that motivation underlie behavior that is characterized by willingness and volition

Capacity building capacity of employees improves efficiency, competitiveness and patrons' satisfaction in the library. It is the process organizations/libraries sustain and develop their labor force to recognize their full potential towards meeting the library's present and future goals; which is the easy accessibility of relevant information sources by the users to satisfy their information curiosity. Capacity building is also seen as acquiring of new potentials or abilities that can be used by improving old skills so that librarian can meet up with the trend in information services (Ijiekhuamhen, 2020). With the trend and many changes brought by Information and Communications Technology (ICT) especially in virtual services, librarians are forced to acquire many more skills through constant training. Librarians in the face of Information and Communication Technologies (ICT) and information explosion age have found themselves taking on a lot of challenging tasks (Renu & Rimp, 2019). The reason for the daunting tasks before the librarians is enormous because library users, especially academic library users have various information needs that come in various forms and media. For libraries to sustain their relevance and also make sure they are not forced out of their jobs due to the prevailing situation, they must be ready to equip themselves through capacity building programs which will avail them the needed skills to function effectively in the modern information age.

According to Ondari-Okemwa (2014), librarians have been equipped with the theoretical aspects of librarianship and most often have limited hands-on skills to practice the profession in the same vein, Ajeemsha and Madhusudhan (2012) posited that capacity building is a major issue in a changing library environment and resourced professional librarians are important resources to developing and maintaining a high quality performance through the services they provide. They suggested that the library and information science should as a matter of need, move along with the trend to be able to meet the existing and future needs of their users. Therefore, to achieve the high performance expected of librarians especially those in the national library of Nigeria, there is need to build their capacity.

Adeyoyin, Chiemenem and Achigbue (2018) noted that capacity building has to do with the development of the human resources of a workplace or organization with the aim of helping them to excel in their job performance. Capacity building is the ability to provide trainings, management skills, capabilities, knowledge, technology, provision of resources and confidence needed for an individual to function effectively in an organization or in personal endeavor. Katamba, Oyedum and Isa (2016) recommended that the possibility of librarians to acquire these skills include: conferences, workshops and seminars attendance; on-the-job training, mentoring, formal professional education, publications, and on-going postgraduate program. Capacity building consists of training and development programmes which enable librarians develop on their job performance and to develop the skills essential for future work activities (Kadian & Mutsotso, 2010). There is, therefore, the need for capacity building which exposes librarians to the practical details of the library services. This would further enhance their efforts toward achieving the organizational goals through job performance. Imam, Abba and Ijiekhuamhen (2020), revealed that the "capacity building needs of library and information professionals were majorly troubleshooting new technologies, academic research, internet search skills, e-library management, and library automation". Also, job training, in-house training, participation in professional association, lecture/discussion and exercises, and job rotation were the major methods of building the capacity of library and information professionals.

The National Library of Nigeria is established and funded by the federal government and belongs to the group of statutory corporations commonly referred to as parastatal of the federal government of Nigeria. It is not a department or section of a ministry, but a body set up by an Act of the National Assembly to perform specialized functions under the aegis of a ministry called the parent or supervising ministry- the Federal Ministry of Education. It is by categorization a general reference library and indeed the apex library in the country. Woodney and Eka (2010) agreed that the National Library is used as a reference library where individuals and libraries go in search of materials that are unavailable in other libraries.

The library's headquarters is in Abuja, the Federal Capital Territory (FCT) and has twenty-four (24) branches spread across the thirty-six states of the federation and the Federal Capital Territory. The National Library of Nigeria (2005) states the vision of the library as: "To ensure the building of an informed and enlighten citizen. The mission statement on the other hand is: "To acquire, process, organize, disseminate as well as provide link to information resources to all Nigerians" (for their educational pursuits and for informed decision making). The administrative structure of the National Library of Nigeria (NLN) is made up of the Federal Ministry of Education as the supervising ministry, the National Library Board which is responsible for policy making and the NLN Management which is responsible for the day to day running of the organization. It has seven departments, each headed by a director while there are state branch offices in twenty- four (24) states of the federation (Facts About National Library, 2006).

National Library serves as a repository for library and information resources such as books, magazines, newspapers, pamphlets, special collections, prints, records, e-resources, and cassettes, which are kept for reading, reference or lending but is exceptional in some respects. United Nations Educational Scientific and Cultural Organization (UNESCO) in its 15th General Conference held on the 16th of November 1970 defined National Library as:

Libraries which, irrespective of their title, are responsible for acquiring and conserving copies of all significant publications published in the country and functioning as a 'deposit' library, either by law or under other arrangements. They will also normally perform some of the following functions: produce a national bibliography; hold and keep up to date a large and representative collection of foreign literatures including books about the country; act as a national bibliography information centre; compile union catalogues; publish the retrospective national bibliography. Libraries which may be called 'national' but whose functions do not correspond to the above definition should not be placed in the national libraries category. (p.6)

Mission is also characterized with aims, objectives, controls, and strategies put in place to enable the organization to achieve its targets goals it is important for an organization to communicate its mission statement to every statement holder because this will influence how their product and services are delivered to consumers. This may also be applicable to the library, for instance the mission statement of the National Library of Nigeria (NLN) reflects on every facts ranging from aims, Objectives goals, categories of users' collections rules and regulations and services. This mission of (NLN) is well specified to workers. Furthermore, mission is one of the major purpose of an organization can be measured by vision strategies direction of intents, goals, aims, and Objectives of the Organization.

The National Library of Nigeria as the apex of libraries within the country is not an exemption to those mentioned as library functions. The National Library of Nigeria Serve as the heartbeat of the Nation. Several copies of publications are to be deposited within the library by authors, publishers, and government at all levels as it has been specified by the National Library Act 1964 such as: Twenty-five (25) Copies of publication published by Federal Government of Nigeria are to be deposited with the National Library. Additionally, ten (10) copies are to be deposited with the National Library of Nigeria from State Publications while, three (3) Copies are to be deposited by individual authors and publisher

The (NLN) is expected to provide services to meet the information needs of the society. The National Library serves as depository data bank for nation. Akanmidu and Idachaba (2015) reiterated that NLN degree No 29 of 1970 listed statutory function of the apex library of Nigeria (NLN): Assemble, maintain, extend and collection of books, periodical pamphlet, musical score reading and others; establish and maintain a branch of national library in state capital of federation; make the facilities of the National Library of Nigeria to serve as "Giant Memory" and intellectual store house as well as the database of learning and remembering process; Provide assistance to interested organization that would want to establish Libraries and train their staff on how to use the facilities under their control; Make the facilities of the

National Library of Nigeria available to member of public; produce and be responsible for the development of the National Bibliography of Nigeria (NLN) and the National Bibliographical services within a National Bibliographical Centre or elsewhere and provide for the nation a source of intellectual support which stimulate for advertisement in all field of human endeavor, particularly in academic, social, scientific and technological enterprise. Finally, provide a rich collection for reference and research material in all fields of learning within and beyond the National physical boundaries. Other functions are acting as national bibliographical information center; Compiling union catalogues and public retrospective National Bibliography; holding and keeping up-to-date at large and representative collection of foreign literature, including books about the country; organizing bibliographical control services; controlling legal deposit drive services. In addition to the National Library of Nigeria major functions is issuance of international standard book number (ISBN) for books, monograph and other similar item and international Standard serials Numbers (ISSN) for journals, Magazines, newspaper, and other periodical related items.

Legal deposit collection, library consultancy, production, and publication of the National Bibliography of Nigeria (NBN), Certification and subpoena, rendering of bibliography control services are performed by the National Library. Hence observation by this researcher shows that librarians in the national library are performing below expectation as reflected in services provided by the library. More so, previous studies such as Na'angap (2012) and Dhanapal, Alwie, Subramanian, and Vashu (2013) shows that librarians are performing below expectation. Without human resource equipment material and even capital of the organization will amount to nothing as nothing gets done without the impact of the manpower resource. All the equipment like plants, computers, automated equipment, and all other machines that modern organization uses are in productive expect for human effort and direction. The (NLN) is the apex library of the nation. It is in the executive arm of government as it is the case in Nigeria, Bostwana, and many other countries. In some countries, it services the legislative like the library of congress in the United States of America. National Libraries strive principally to collect and preserve the nations cultural heritage and they occupy a leading place compared with other libraries in the country.

Statement of the Problem

Job performance of employee is considered very important in organizations as it determines the overall performance of the entire organization, the National Library inclusive. The National Library of Nigeria is the apex library in the country due to unique role it plays in bibliographic control and legal depository. National Library is also saddled with the function of preserving the intellectual heritage of the country and the management of information services.

However, it has been observed by the researcher that the librarians job performance in the National libraries is low, that there is decline in service delivery at the National Library of Nigeria in the following areas: low issuance of (ISBN/ISSN), and production of National Bibliography of Nigeria (NBN); poor discharge of reader services, lack of efficient library resource organization and preservation, among others. In addition to these, librarians in national library seem to be nonchalant about performing their duties in most cases the National Bibliography of Nigeria did not come out as at when due, as patrons are always fed with outdated resources in the library. Aboyade (2017) collaborated the observation of this researcher as the author reported that the NLN is not effectively utilized due to obsolete resources.

The researcher's suspects that the low job performance of librarians in NLN could be attributed to non-adequate capacity building. Previous studies have independently established this variable to have positive influence on job performance of employee in organizations. It is based on this background that this present study was carried out to investigate the influence of capacity building on job performance of librarians in the National Library of Nigeria.

Objective of the study

The main objective of the study is to investigate the influence of capacity building as determinants of job performance of librarians in National Library of Nigeria. The specific objectives of the study are to:

1. find out the level of job performance among the librarians in the National Library of Nigeria.
2. Find out the capacity building programs available to librarians in the National Library of Nigeria.

METHODOLOGY

The descriptive research design of survey method will be adopted for this study. The population for this study consists of all 135 members of staff of the National Library. The study used total enumeration. The sample size for this study was the 135 staff of the national library. The study used questionnaire as the instrument to elicit responses from the staff of National Library State branches that will be involved in the study. For analysis of data, The International Business Machine Statistical Package and Service Solutions (SPSS) version 23 was used.

RESULT AND DISCUSSION OF FINDINGS

Research Question one: What is the level of job performance of librarians in National Library of Nigeria? Data representing the level of job performance of librarians in National Library of Nigeria is presented in Table 2.1.

Table 1: Job performance of Library personnel

Job performance of library staff	Very High Level (%)	High Level (%)	Moderate Level (%)	Mean	SD
Timely job delivery				3.40	.507
I use to perform library routine given to me	80(69.6)	35(30.4)		3.70	.462
I attend rightly to the information requests of patrons	24(20.9)	79(68.7)	12(10.4)	3.10	.552
Quality work				3.31	.488
I encourage users to make effective use of the library resources	55(47.8)	60(52.2)		3.48	.502
I advise users on specific areas to search for information	22(19.1)	87(75.7)	6(5.2)	3.14	.475
Quality of job performed				3.19	.530
I relate the needed information to users	49(42.6)	60(52.2)	6(5.2)	3.37	.584
New development are always communicated to users	14(12.2)	89(77.4)	12(10.4)	3.02	.477
Good interpersonal relationship				3.34	.495
I always make sure that I do my job	89(77.4)	20(17.4)	6(5.2)	3.72	.555
I perform my job with competency while working under pressure in my library	8(7)	93(80.9)	14(12.2)	2.95	.436
Grand Mean				3.31	.505

Source: researcher's field work, 2022

Decision rule: 1.5-2.0= low, 2.1-2.49 = moderate, 2.5-3.49= high, 3.5-4.0=very high

The result presented in Table 1 includes the participants' responses on items of job performance of library staff of the National Library of Nigeria. The result revealed that the level of job performance of the library staff is high (grand mean=3.31, SD=.505). This implies that the library staff are performing their jobs optimally. It further revealed that the indicators of job performance were also on a high level. As presented in the table, the result showed that level of timely job delivery was high (mean=3.40), as well as quality of work (mean=3.31), quality of job performed (mean=3.19), and good interpersonal relationship (mean=3.34). Under timely job delivery, the respondents indicated that they perform the library routine jobs assigned them (mean=3.70) and also attend rightly to the information requests of patrons (mean=3.10). Similarly, under the quality work, the respondents indicated that they encourage users to make effective use of the library

resources (mean=3.48), as well as advice users on specific areas to search for information (mean=3.14). On quality of job performed, the respondents indicated that they relate the needed information to users (mean=3.37), and that new developments were always communicated to users (mean=3.02); and lastly on good interpersonal relationship, the respondents indicated that they always make sure they do their jobs (mean=3.72), and also perform their job with competence while working under pressure in the library (mean=2.95). Going by the decision rule set for this variable, it can be deduced that the overall job performance of library staff in the National Library of Nigeria was high, which implies that the staff are able to perform optimally in their various job roles. This may contribute positively to effective service delivery and increase in user patronage.

Research question two: What are the capacity building programmes available for library personnel in National Library of Nigeria?

Table 2 represents the data on capacity building programmes available for library personnel in National Library of Nigeria.

Table 2: Capacity building programmes

Capacity Building Programs Available	Highly Available (%)	Available (%)	Moderately Available (%)	Not Available (%)	Mean	SD
On the job Training					2.61	.552
Staff Orientation programs	25(21.7)	68(59.1)	22(19.1)		3.03	.642
Job rotation		87(75.7)	28(24.3)		2.76	.431
Job instruction training		85(73.9)	30(26.1)		2.74	.441
Sandwich and part-time training programs		75(65.2)	22(19.1)	18(15.7)	2.50	.754
In-house training with external resource persons		42(36.5)	73(63.5)		2.37	.484
Mentoring and coaching programs		34(29.6)	73(63.5)	8(7)	2.23	.563
Off-the job training/Schooling					2.30	.740
Full time studies for academic degree		36(31.3)	38(33)	41(35.7)	1.96	.821
Internship training		30(26.1)	51(44.3)	34(29.6)	1.97	.748
Conferences		44(38.3)	53(46.1)	18(15.7)	2.23	.702
Workshops and Seminars		70(60.9)	45(39.1)		2.61	.490
Study leave	25(21.7)	48(41.7)	28(24.3)	14(12.2)	2.73	.940
Grand Mean					2.46	.637

Source: researcher's field work, 2022

Decision rule: 1.5-2.0= not available, 2.1-2.49 = moderately available, 2.5-3.49= available, 3.5-4.0= high available

The result in Table 2 revealed that capacity building programmes were moderately available (grand mean=2.46, SD=.637), while the job training programmes were highly available (mean=2.61), and off the job training programmes were moderately available (mean=2.30). Specifically, the result indicated that staff orientation programs (mean=3.03), job rotation (mean=2.76), job instruction training (mean=2.74) and sandwich and part-time training programs (mean=2.50) were some of the on-the-job training programmes available to library staff of the National Library of Nigeria. On the other hand, both full time studies for academic degree (mean=1.96), and internship training (mean=1.97) were not available to the staff. Meanwhile, other off-the-job training programmes like conferences, workshops and seminars and study leave were available to the staff of National Library of Nigeria.

Conclusion

The outcome of this study indicated that capacity building helps in improving the job performance of librarians. This study therefore confirmed other previous studies which have focused on the effect of each of the variable of the study on job performance in the past. Capacity building is a way to enhance the competency of librarians for better productivity and higher performance. The study, therefore, established the availability of different forms of capacity building programmes for library staff in the National Library of Nigeria. The availability of on-the-job and off-the-job trainings is a way to keep the library staff on the track and keep abreast of new developments in their job functions. The essence of the capacity building is also to facilitate innovations and creativity in service delivery; and the overall effect is to enhance the competency of staff for effective job performance in the National Library. Competency of staff in the National Library can be upgraded on regular basis through conferences, workshops, seminars, job rotation and others. Personal development programmes can also be explored by the library staff in the face of limited library budget to keep them relevant on the job.

Recommendations

The following recommendations were made based on the findings of the study:

1. There is need for the management of National Library of Nigeria to improve the work environment, especially the physical and psychological work environment of library staff to promote effective job performance and quality service delivery.
2. The management of National Library of Nigeria need to make conscious efforts to provide support for staff training and development programmes especially the long term and short term courses that could enhance the career progression of the library staff. Regular in-house trainings should also be given more attention to enable more staff to benefit.

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