CAPACITY BUILDING AND JOB PERFORMANCE OF LIBRARY STAFF IN THE FEDERAL POLYTECHNIC, ILARO

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Abstract

This study examined the impact of capacity building on the job performance of library staffin Federal Polytechnic, Ilaro library. It sought to find out the staff training and development programmes obtainable in the library, attitude of the staff towards staff training and development programmes, factors that influence staff selection for the training and development programmes and factors affecting the staff training and development programmes. A descriptive survey design was used for the study with a population of 32 library staff that was used for the study. The instrument for data collection was structured questionnaire. Percentages and simple frequency tables were used to analyze the data. The findings showed that the Federal Polytechnic Ilaro Library staff are open to several training and development programmes from the management. Conferences, seminar, workshop, on-the job training, in-service training programmes, study leaves and visit to other libraries are the training and development programmes that Federal Polytechnic Ilaro library staff can attain. The staff of the under studied area are mostly motivated for training and developments of sponsored programmes, when the training is in line with their present job description, availability of adequate facility for the training and when new skills are to be acquired. Lack of fund, personal financial constraint and lack of sponsored programmes are the major problems of training and development of Federal Polytechnic Ilaro library staff.

Keywords: Staff, training, development

Introduction

Management is the broad key that keeps every human endeavor flowing. Every organization needs good management to function effectively, no matter its diverse nature. The life and success of any organization is sustained through a well planned, tested and generally accepted management principles. Management is a process that cut across all organizations because of its indispensable nature. Wherever people work together for the attainment of defined goals, there is need for management that is charged with the responsibility of ensuring that the aims and objectives of the organization are realized. Training is defined as a short term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose. When employees are trained, they get their skills improved and develop progression in their skills that will enhance their productivity and performance and subsequently complete their tasks on time (Ezinwanyi, Akpa&Okafor, 2014).

Training and development of staff in the library is a major key to the success of any library; more so an academic type of library. The library has been described as a growing organism according to the law guiding the noble profession. Therefore it requires continuous training and development of its employees to meet up with set objectives. When the effectiveness of practices is increased by using new strategy to plan, recruit, train and evaluate workers' performance in an organization, there would be improvement in institutional performance and productivity. Therefore there is a strong relation between creative human resources management practices and the creativity of individuals which is also applicable to libraries.

There are emerging challenges when it comes to obtaining and providing access to electronic knowledge resources, it require librarians to change their role from traditional librarian to information scientist by learning and applying new skills to understand the evolving technologies to manage and provide quality on-line information service to knowledge society. So the vision of this digital age academic library professionals is to be able to take advantage of the growing ICT to provide timely web based quality information service to the users in time in the academic environment. All of which could be achieved when the library personnel are given the chance to go through several trainings that would lead to development of the library. Activities involved in capacity building are delegation of

authority, unity of command, staff training, good working environment, job description, good communication among staff, staff meetings and health relations among staff.

1.1 Statement of the Problem

The library depends on its personnel for both human resource building and services. Academic libraries have suffered both in selection/acquisition, organization and dissemination of information to library users because of the lack of experienced, trained and dedicated personnel, which might be due to unavailability of motivation, incentives, pay packages, staff development, poor recruitment, promotion and job satisfaction.

Objectives

1. Find out if training is given to library personnel in Federal Polytechnic Ilaro library
2. Identify staff training and development programmes obtainable for the library staff of the Federal Polytechnic Ilaro.
3. Examine the attitude of the staff towards training and development programmes
4. Determine the problems affecting the staff training and development programmes.

Research Questions

1. Do the library staff of Federal Polytechnic Ilaro undergo training programmes?
2. What are the staff training and development programmes obtainable for the library staff in Federal Polytechnic Ilaro?
3. What are the attitudes of staff towards training and development programmes?
4. What are the problems affecting the staff training and development programmes?

The library profession has become aware of the need for continuous training, because of the increasing variety of information formats and increasing dependence on automated systems. The changing nature of library users and the demand for managers with appropriate skills have added to the need for training. These developments and pressures have had a profound impact on academic librarianship. Academic libraries have been significantly influenced by these transformations. The challenges of the new information era have attracted the attention of many authors. For example, Diso and Njoku (2007), Manir (2009), Ocholla (2003) and Ochogwu (2009) as cited in (Ogungbeni, Adeleke, &Opeke, 2014) were unanimous in their opinion that library education and training should be tailored towards developing ICT skills in the new professionals in addition to exposing them to the practical aspects of professional skills.

In a study conducted by (Agbo,2015) on staff training and development programmes in Nigeria university libraries. The case of Michael Okpara University of Agriculture, Umudike; it was found that staff training and development programmes are important for all library staff ranging from the library attendant to the professional librarians due to the fact that developmental situations going on in the world has seriously affected different organization especially in the library. The statement was in line with (Ezinwanyi, Akpa, &Okafor, 2014).

This is because various information acquisition and dissemination keeps changing thereby rendering the library's old system obsolesce in the realm of information services. According to (Thamaraiselvi, 2009), librarians of this digital era are in the position to change their role as illogical information scientists/gatekeepers and to meet the challenges of the internet, and online access in the knowledge society. So they must enrich their knowledge with special skills of the latest IT developments. Whereas (Ogunlana&Oshinaike, 2016) posited that "clearly personnel in academic libraries need to be trained and developed, so that they can possess the necessary skills, knowledge and attitude needed to cope with the change those technological, economic, legal political and social environments bring upon the library".

Cowley (1982) as cited in (Obi, 2013) identifies personnel training in academic libraries as "the identification and determination of the needs of the academic library for the future, the designing of programmes and their implementation and finally, some evaluation of the level of success and effectiveness". When there is proper training, working effectively in partnership with faculty members to enhance the strength of teaching and research in the academic environment in what library staff must be capable of; since the library is no longer considered as a trinity of

books, reader and staff or a storehouse of knowledge. In the age of information, libraries are changed into information centres in which the library professionals perform as information professionals. Their primary responsibility is to collect, organize, store and disseminate information to the large community of users. In the present information society, information to the large community of users. In the present information society, information is considered as a strategic or economic resource, a marketable commodity and a social wealth; considering as a strategic or economic resource, a marketable commodity and a social wealth; considering the importance of information, the workers commodity and a social wealth; considering the importance of information, the workers employed in different categories of libraries and information centres need to develop their knowledge and skills. This is a creative process in which education and training become a strong foundation for prospective activity.

The aim of the training for library personnel as posited by (Ogungbeni, Adeleke, &Opeke, 2014) should be to inculcate the following skills into the trainees:

1. Electronic information sourcing, cataloguing and indexing with emphasis in automatic indexing and abstracting
2. Website design and maintenance with emphasis in the mechanics of search engines and internet surfing
3. Library automation systems including hardware and software selection and design
4. Text digitization, desktop publishing, electronic archiving and multimedia management
5. Current awareness service (CAS) and selective dissemination of information with emphasis in diagnosis and customization of information production.
6. Library advocacy with emphasis on information literary skills and user education for adapting to the electronic environment. All these are the modern requirements.

2.0 Methodology

A descriptive survey design was used for the study with a population of 32 library staff who were all used for the study. The instrument for data collection was structured questionnaire and the data was analyzed using percentages and frequency tables.

Table 1: Distribution and Return Rate of Questionnaire by Respondents

	Respondents	**Number of respondents**	**Distributed Questionnaires**	**Number returned**	**Percentage (%)**
	Federal Polytechnic Ilaro library staff	32	32	32	100

100% returned rate of distributed questionnaires were recorded by the researcher

Table 2: Table to show if training is given to library personnel in Federal Polytechnic Ilaro Library

Components	Frequency	Percentage
YES	32	100
NO	0	0
TOTAL	32	100

The above table shows that every members of staff in the Federal Polytechnic Ilaro attested that the institution do give training to the library staff. This is an indication that the management of Federal Polytechnic Ilaro library consider training of library personnel as one of the major motivating factor needed by library staff to be effective in the discharge of their duties.

Table 3: Staff Training and Development Programmes Obtainable in the Federal Polytechnic Ilaro

S/N	ITEMS	YES	NO
1.	Conferences	✓	
2.	Seminar	✓	
3.	Workshop	✓	
4.	On the job training	✓	
5.	In-service training	✓	
6.	Study leaves	✓	
7.	Visit to the other libraries	✓	

Table 3 above shows the number of staff training and development programmes obtainable in Federal Polytechnic Ilaro Library. The programmes are conferences; seminar, workshop, on-the-job training, in-service training programmes, study leaves and visit to other libraries.

Table 4: Factors that determine attitude of staff towards the Staff Training and Development Program

S/N	STATEMENT	YES (%)	NO(%)
1.	Absence of discrimination during selection process	27(84%)	5 (16%)
2.	When new skills to be acquired	30 (94%)	2 (6%)
3.	When selection is by qualification/rank	17 (53%)	15(47%)
4.	When it is sponsored	32	0(0%)
5.	When organized in a new era	21(66%)	11(34%)
6.	When the theme of the program reflect with my present job description	32(100%)	0(0%)
7.	Adequate facility for the training	32(100%)	0(0%)

From the table 4 above, majority of the respondents indicated that their participation are motivated by sponsored programmes, when the theme of the program is in line with their present job description, adequate facility for the training and when new skills are to be acquired. Absence of discrimination during selection process recorded 27, when organized in a new area was 21. While selection by qualification/rank records the least with just 17.

Table 5: Factor Affecting Staff Training and Development Programmes

S/N	ITEM	YES	NO
1.	Lack of fund	25(78%)	7(12%)
2.	Personal financial constraint	22(69%)	10(31%)
3.	Lack of time	20 (63%)	12 (37|%)
4.	Lack of sponsored programmes	22 (69%)	10 (31%)
5.	Discrimination in the selection criteria	21 (66%)	11 (34%)
6.	Lack of necessary training facilities	20 (63%)	12 (37%)
7.	Lack of interest on the part of librarians	9 (28%)	23 (72%)
8.	Management do not engage on training of their subordinate	10 (31%)	22 (63%)
9.	Absence of staff promotion after participation	11 (34%)	21 (66%)

The respondent were of the view that all the above listed factors affect staff training and development programmes in Federal Polytechnic Ilaro except lack of interest on the lack of interest on the part of librarians, management do not engage on training of their subordinate and absence of staff promotion after participation. With the major factors from the above table being, lack of time, discrimination in the selection criteria, and lack of necessary training facilities.

Discussion of Findings

1. The Federal Polytechnic Ilaro library personnel are opened to several training and development programmes from both the management
2. Conferences, seminar, workshop, on-the-job training, in-service training programmes, study-leave and visit to other libraries are the training and development programmes that Federal Polytechnic Ilaro library staff can attain.
3. The staff of the under studied area are mostly motivated for training and developments of sponsored programmes, when the training is in line with their present job description, availability of adequate facility for the training and when new skills are to be acquired
4. Lack of fund, personal financial constraint and lack of sponsored programmes are the major problems of staff training and development of Federal Polytechnic Ilaro library staff

3.0 Conclusion and Recommendations:

Expanding roles in libraries will constantly lead to changes in organizational objectives, methods of achieving them. All these changes require new employees which can only be made through recurrent training which the Federal Polytechnic Ilaro is practicing. Therefore, life-long learning through continuing training of library personnel is a must for all libraries in Nigeria.

It is hoped that the information produced through this study will be of use to the improvement of library service and betterment of the library profession through training and development programmes, and serve as a contribution to the body of knowledge in the area of staff motivation in libraries. The following are recommended:

1. The productivity of every library depends on the level of motivation and the effectiveness of the workforce. Staff training is an important way to motivate workers. The library organization must have good training program. This will give the librarian or information professional opportunities for self-improvement and new techniques of performing a task.
2. The librarian should ensure regular training development of all his staff.
3. She should encourage lower cadre staff, if any, to go for adult literacy classes to ensure their retention and progress in a 'book' institution such as the university library.
4. The Librarian should encourage all his staff, where appropriate, to go for higher education. Library Assistant for library diploma courses; graduates for master's and doctorate degrees; short course for administrative and secretarial staff in Administrative Institutions
5. The staff should be sponsored for conferences, seminars and workshops. They should be encouraged to participate actively by presenting papers at these gatherings. The library staff seminar papers usually help the staff for these external outings.
6. Staff attitude towards training programme should be noted.
7. There is need for evaluation of staff after training,

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