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Human Resources Development as Correlates of Job Performance of Library Staff in Selected Academic Libraries, Ekiti State, Nigeria

By

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Abstract

The general opinion was that human resources development and job performance of library staff in academic library in Ekiti State, Nigeria was low and a cause for concern. This paper investigated the relationship between human resources development and job performance of library staff in three selected academic library, Ekiti State, Nigeria. A total enumeration sampling techniques and survey research design was adopted. The study population consisted of 100 library staff in the three selected academic libraries in Ekiti State, Nigeria. The research instrument used was a self-developed questionnaire titled “Human resource development as correlate of job performance in three selected academic libraries, Ekiti State, Nigeria”. The questionnaire validation was subjected to experts in the areas of the variables studied; it gave a reliability coefficient of 0.75 for Human Resource Development; and 0.78 for Job Performance. A response rate of 100% was achieved. Data were analysed using descriptive (percentage, mean, average mean and standard deviation)

and inferential (Pearson Product Moment Correlation, and Cross tabs) statistics. The study revealed a significant relationship between human resource development and job performance ($r = 0.000^c$, $N = 100$, $P < 0.05$) of library staff in the selected academic library in, Ekiti State, Nigeria. The study concluded that contrary to general belief, human resource development and job performance levels of library staff in academic library were high. It is recommended that management should continue to promote values such as improved library staff recognition, library staff training programmes and effective use of human resource academic libraries that would increase human resource development and job performance of its workforce.

Keywords: Human Resource Development, Job Performance, Library Staff, Academic Library, Ekiti. Nigeria

Word Count: 261

Introduction

Generally, every Job Performance of an employee has a mutually beneficial relationship between work, home, the individual and the organization. Similarly, job performances are actions and behaviours which promote and support the social environment for the improvement of in-role which engenders effective and high productivity. (Okoye, Mbagwu, Moneke, & Abanum, 2018). Job performance is the measure at which output is produced as a result of the level of inputs given (Hashmi, Ameen, & Soroya, 2019), Job performance provides insights into the human psychology of work behaviours and factors that motivates. Job performance which has gained a wide range of definitions from various scholars is a determinant of the success or failure of an organization to a large extent (Igbinoia & Popoola, 2016). Job performance consists of a set of employees' behaviours that are perceived to be in agreement with organizational goals that can be measured, monitored and assessed as an achievement at an individual level. The librarian's job performance is that aspect of work behaviour that is of relevance to the library's success (Obinna & Unegbu, 2019)

The researchers conceptualized job performance as how well an employee performs his/her Job duties and responsibilities in the organization. Job performance can be enhanced by various

factors, such as: Work environment, Staff Training, Regular payment of salaries and wages, Organizational Politics and Job Satisfaction. Job performance is of great importance to both library staff and library management. For library staff, good job performance can lead to job satisfaction, career advancement, and increased job security. Additionally, good job performance can help build a positive reputation for the library, which can attract new customers and retain the existing ones. Job performance can lead to increased productivity, improved customer satisfaction, and a positive image for the library. On the other hand, poor job performance can lead to decreased productivity, low morale among staff, and a negative image for the library. Therefore, it is crucial for library management to encourage and support good job performance by providing training and development opportunities, performance feedback, and recognition for a job well done.

Human resource development refers to the full range of strategies, tools, processes, procedures and structures that are employed in a given organization, aimed at improving the capability of the organizations workforce to achieve its goals (Nkemjika,2019) it should be noted that the abilities of individuals are constrained by the systems in which they work. The author stated that human resources development is a combination of training and education that ensure the continual improvement and growth of both the individual and the organization. Human resources are the key to sustainable library services in any organization. When the services of any library are evaluated, the staff of that library is indirectly evaluated. There is therefore the need to have efficient and dynamic personnel that can translate the objectives of the library into reality.” New knowledge is constantly being created within and outside the academic environment that may need to be managed by the academic library (Adeniji, Babalola & Adeniji , 2012 cited in Ikokoh, Osinulu & Tonukari, 2021).

The researchers conceptualized human resources development to cover many types and cut across varied methods that academic librarians can utilize. Human resources improve the current performance of the library staff so as to enhance productivity in the library system. Human resources in every institution play a vital role to its functional existence and effective operations. The quality and quantity of staff available in any academic library go a long way to determining basic interest accorded to the achievement of such organization’s objectives. Factors that would influence development of library staff in an academic library include: Training facilitators,

Organizational support, Organizational requirement, Adequate funding, Availability of information, Communication technology, and Access to training and learning programmes and Adequate electricity power supply.

Academic libraries are an organization set within a citadel of higher learning– namely, within the academic institution and its various departments. As such, the attitudes of faculty members toward the academic library are influenced by various factors that are associated with the larger organization, including the size of the academic institution, its reputation, and, importantly, the organizational subculture of its faculty members (Becher, 1989 cited by Gabbay & Shoham 2017) An academic library is considered as a heart of any educational institute. The main motive and objective of any academic library is to impart knowledge and skills to its students in higher education. Library plays an essential and indispensable role in teaching and learning which directly supports the library usage which contributes to student’s achievement.(Basil 2012 cited Rodrigues, 2020) in his study and reveals that the facilities, services, information resources are the major facets which make more impact on the satisfaction of the users of the library. Information literacy programme have a direct effect on the utilization of the library resources and usefulness of the library. Academic library helps to impact positive on the students’ academic achievement. It supports various educational programme and develops student’s skills in locating and using information. The academic libraries in Ekiti state are: Ekiti state university library, Federal polytechnic Ado, Ekiti library, Ekiti State polytechnic library, Bamidele Olumulua university, Science and technology library, Ekiti State college of education nursing library and Federal University, Oye - Ekiti library. The researchers in this study shall focus on three selected academic libraries in Ekiti State, Nigeria namely: Federal University Oye-Ekiti library, Ekiti State university library and Federal polytechnic Ado Ekiti library.

Statement of the Problem

It can be generally observed that despite the growing number of library staff working in various academic libraries in Ekiti State they lack skills that bring about the productivity of the library, satisfactorily improved as expected. The cause of this unsatisfactory state of affairs had been linked to many factors, inadequate IT facilities for practical, lack of finance, inability of librarians and their employees to sponsor staff development programmes. Inconsistency in application of

guidelines on staff development programmes where they exist as well as problems posed by selection of librarians for participation in it, contribute to its ineffectiveness, lack of motivation and poor communication. Sadly, those aforementioned inadequacies will affect the effective job performance of staff in such academic library. It is on this premise that this researcher intends to investigate human resources development as relate to the job performance of staff in three selected academic libraries in Ekiti State.

Conceptual Model for the Study

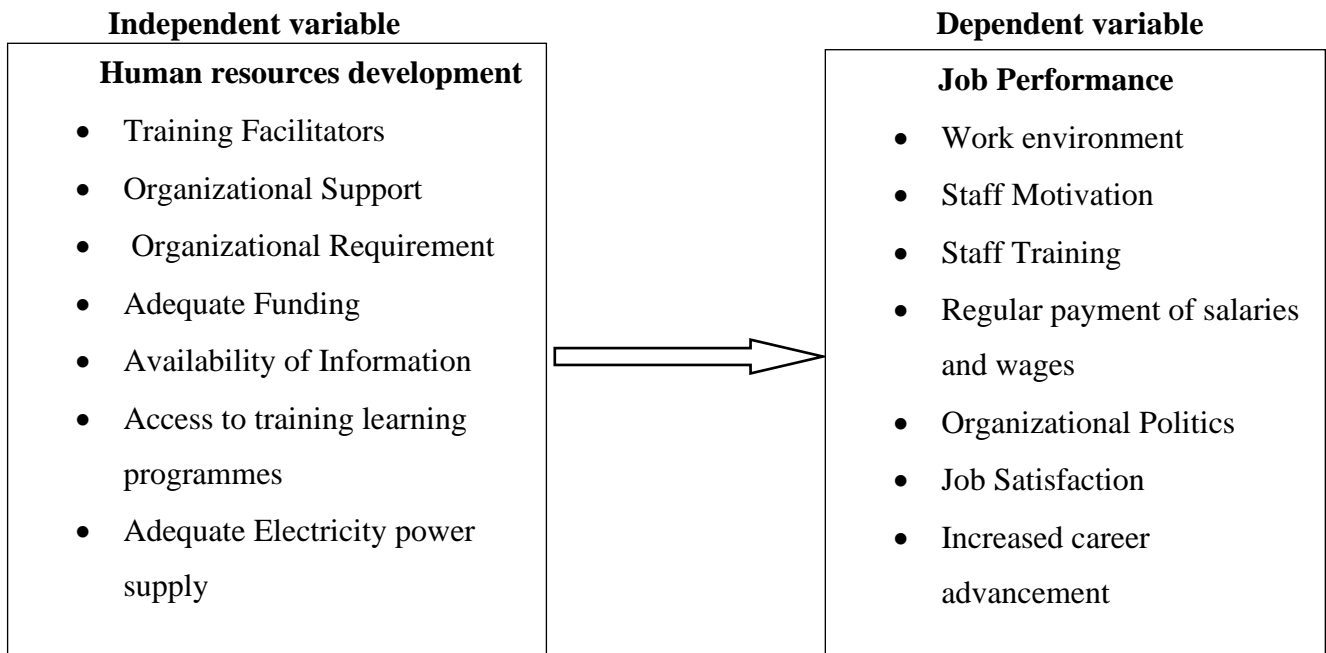


Figure 1: Conceptual Model for the Study

Source: The Researchers, 2023

The conceptual framework for this study was built on the theories and literatures reviewed. The model is broadly divided into two parts: independent (human resources development) and dependent variables (job performance). The above conceptual model suggested that the independent variable in the academic library have some positive factors that would enhance its human resources development and they include: training facilitators, organizational support, organizational requirement, adequate funding, availability of information, access to training learning programmes and adequate electricity power supply. On the other hand, dependent variable box has some positive factors that can boost the job performance of library staff and they include: work environment, staff training, regular payment of salaries and wages, organizational politics, job satisfaction and increased career advancement.

Research Objective

The main objective of this study is to investigate human resources development as correlates job performance of staffs in three selected academics libraries in Ekiti State, Nigeria. While specific objectives are to:

- i. investigate the level of job performance of staff in the selected academics libraries in Ekiti, State
- ii. assess the rate of human resources development of staff in the selected academics libraries in Ekiti, State.
- iii. evaluate the relationship between human resources development and job performance of staff in the selected academics libraries in Ekiti State

Research Questions

The following are the list of research questions slated for this research work:

- i. What is the level of job performance of staff in the selected academics libraries in Ekiti, State?
- ii. What is the rate of human resources development of staff in the selected academic libraries in Ekiti State?

Research Hypothesis

The null hypothesis was tested at 0.05 level of significance:

Ho: There is no significant relationship between human resources development and job performance of staff in the selected academic libraries in Ekiti State.

Literature Review

In Nigerian academic libraries, Employee job performance refers to how well an employee performs the tasks and responsibilities assigned to them by their employer. It can be evaluated based on various factors, such as productivity, quality of work, attendance, communication skills, ability to meet deadlines, teamwork, creativity, and problem-solving skills. Evaluating library staff

job performance is important for library management as it helps them identify areas where the library staff excel and where they may need improvement. job performance are those which efficiently combine and use the actions of human resources, the processes that enhance knowledge, skills, commitment and flexibility of staff and managers and also the structure of work. Job performance help the library management make decisions about promotions, salary increases, and terminations. Job Performance on the part of staff is essential for the success of the organization. According to Yaya, Opeke and Onuoha (2016), job performance of library staff may be viewed as the work activities performed by the worker towards the attainment of organizational goals. It is an action taken to fulfil ones duty to the organization. It will depend on their knowledge, skills, and confidence in originating ideas as to how best to carry out the task of the job (Awogbami, 2021). Ikonne and Fajonyomi (2019) drove this point home further when they argued that in measuring the job performance of library staffs, the indicators to be considered include: professional practice, contribution to the overall development of the library, ability to work with co-workers, punctuality at work, ability to attend promptly to request from clients communication skills and meeting minimum requirements for promotion that is research publication. Job performance of a library staff is determined by many factors such as work environment, knowledge, abilities, training skills, experience, technology or equipment available and willingness to improve on the job (Adeeko et al, 2017). The authors reiterated that in order for a business to fulfill its goal of offering better service to its customers, it must provide its personnel with vital aspects such as proper training and development of its staff, motivation, and a reward system, among others.

Libraries often offer or provide support for staff to attend workshops, conferences, and seminars related to library and information science. These programs allow staff to learn about new technologies, emerging trends, and best practices in the field. Encouraging staff to join professional library associations can provide access to a wide range of resources, networking opportunities, and professional development activities. These associations often offer webinars, online courses, and mentoring programs. Libraries can conduct in-house training sessions to address specific areas of staff development. These sessions can be led by experienced staff members or external experts and cover topics such as cataloging, reference services, information literacy, and technology skills. Libraries often offer tuition reimbursement or sponsor staff

members' enrollment in degree or certificate programs related to library and information science. By investing in staff education, libraries can foster a knowledgeable workforce capable of meeting the evolving needs of library users (Snyder, 2014). The emergence of online learning platforms has revolutionized professional development opportunities for library staff. Platforms like Coursera, LinkedIn Learning, and edX offer a wide range of courses related to library science, technology, management, and other relevant topics. Library staff can access these courses at their own pace, enabling flexible learning to suit their schedules (Stone, 2019).

The relationship between human resources development and job performance of staff in the selected academic libraries cannot be overemphasized. Several distinguished researchers and academics have discovered in their studies that there is a close association between work performance and human resource development in an academic library and organization; a few of these studies are provided in this study. The relationship between human resource development and employee job performance at work has been one of the most extensively investigated subjects in the field of management in regard to many professions. Employees who received comprehensive training and development programs demonstrated higher levels of job performance compared to those who did not. This suggests that investing in the development of employees' skills and competencies positively impacts their ability to perform effectively in their roles.

Chen, Lo and Chang (2020) as well as Park and Cho (2019) investigated the impact of human resources development on job performance in the context of technological advancements. They found that organizations that provided opportunities for continuous learning and development to adapt to technological changes experienced enhanced job performance among their employees. Human resources development, libraries can equip their staff with customer service skills. This includes effective communication, problem-solving, and conflict resolution. A well-trained library staff can provide excellent service to patrons, leading to increased user satisfaction and loyalty (Kim & Lee, 2015).

Research Methodology

Descriptive research design was adopted for this study. Thus, descriptive research design helped to establish the relationships between the variables (Human resources development and Job

Performance). The population for this study comprises of all the professional and para professional library staff, they were 100 from the three academics libraries, which included; Ekiti State University library, Federal University Oye-Ekiti Library and Federal Polytechnic Library. All the professional and paraprofessional academic library staff will be the potential respondents of this study. Total enumeration sampling technique was used for the study. That is, the entire population of Professional and para professional library staff drawn from the selected institutions were surveyed.

Moreover, the researchers employed the self-developed questionnaire in collecting data for this study. It was designed to collect data from the library staff in the selected Academic libraries. The research instrument was subjected to the scrutiny of experts in the field of subjects treated in the study, their useful advice and input were considered in order to validate the research instrument. Hence, both face and content validity were employed in order to standardize the instrument and to make it more adequate for the study. A pilot study was conducted at Ekiti State Polytechnic Isan Ekiti among the library staff that were not part of the sample for the main study. The researcher through friends and research assistants administered 30 questionnaires and retrieved 30 copies (100%). These were subjected to Cronbach's alpha reliability analysis and with alpha reliability coefficient results as follows: Job Performance at 0.78 and Human resources development at 0.75. With these results, the instrument was used for the study as the alpha reliability coefficient results for all the variables are more than 0.5 level of significant.

Besides, data collected for this study was analyzed using Statistical Package for Social Science (SPSS), 26.0 latest versions and crosstabs analytical packages. The data collected was analyzed using descriptive statistics, especially for research questions, while the hypothesis was tested using Pearson Product Moment Correlation (PPMC) analysis. This was used to test difference or relationship between the variables. The result was to attest to the mutual relationship that existed between the variables (Human resource development and job performance) in the study.

Data Analysis and Discussion of Findings

Research Question 1: What is the level of Job performance among staff of the selected academic libraries in Ekiti State?

Table 1: Level of Job Performance among Staff of the Selected Academic Libraries

S/N	STATEMENT	SD (%)	D (%)	A (%)	SA (%)	M	SD	AM
a.	Work environment							
i.	work environment improves the quality of work in our library	0 (0.0%)	0 (0.0%)	20 (20.0%)	80 (80.0%)	3.80	0.40202	2.52
ii.	work environment leads to high level of productivity	0 (0.0%)	0 (0.0%)	42 (42.0%)	58 (58.0%)	3.42	0.49604	
iii.	highly equipped staff represents core value of staff in our	0 (0.0%)	0 (0.0%)	33 (33.0%)	67 (67.0%)	3.33	0.47258	
b.	Motivation							
i.	A monetary prize motivates staff to give their best to serve	0 (0.0%)	0 (0.0%)	66 (66.0%)	34 (34.0%)	3.66	0.47610	3.13
ii.	Modern equipment is supplied to facilitate the job process	0 (0.0%)	19 (19.0%)	62 (62.0%)	19 (19.0%)	3.00	0.61955	
iii.	Salaries and wages are paid to staff on a regular basis	23 (23.0%)	19 (19.0%)	20 (20.0%)	38 (38.0%)	2.73	1.19642	
c.	Staff training							
i.	Staff training improves job performance in our library	0 (0.0%)	7 (7.0%)	67 (67.0%)	26 (26.0%)	3.19	0.54486	3.17
ii.	Results of staff training provide more skills to staff in our library	0 (0.0%)	24 (24.0%)	14 (14.0%)	62 (62.0%)	3.38	0.85019	
iii.	staff training in our institution meet the expectation of staff	0 (0.0%)	26 (26.0%)	54 (54.0%)	20 (20.0%)	2.94	0.67898	
d.	Regular payment of salaries and wages							
i.	Payment of good salary will enhance the work of staff in our library	0 (0.0%)	0 (0.0%)	42 (42.0%)	58 (58.0%)	3.58	0.49604	3.56
ii.	Payment of salaries and wages at the appropriate time will motivate staff to work	0 (0.0%)	7 (7.0%)	38 (38.0%)	55 (56.0%)	3.48	0.62732	
iii.	Monetary reward influences staff to dedicate to work	0 (0.0%)	0 (0.0%)	39 (39.0%)	61 (61.0%)	3.61	0.49021	
e.	Organizational politics							
i.	Moderate organizational politics affect individual workers performance in our library	0 (0.0%)	0 (0.0%)	83 (83.0%)	17 (17.0%)	3.17	0.37753	3.14
ii.	Politics in an organization creates an art of compromise among competing interest	0 (0.0%)	20 (20.0%)	56 (56.0%)	24 (24.0%)	3.04	0.66545	
iii.	Employee cooperation brings organizational growth and development	0 (0.0%)	27 (27.0%)	24 (24.0%)	49 (49.0%)	3.22	0.84781	
f.	Organizational communication							
i.	Effective oral and written communication skills ease the job performance of staff	0 (0.0%)	43 (43.0%)	31 (31.0%)	26 (26.0%)	2.83	0.81718	2.73
ii.	Language barriers in communication affect job performance of staff in our library	0 (0.0%)	43 (43.0%)	43 (43.0%)	14 (14.0%)	2.28	1.16411	
iii.	Cultural barrier affects the effective flow of communication among staff and the public	43 (43.0%)	19 (19.0%)	24 (24.0%)	14 (14.0%)	2.09	1.11096	
g.	Job satisfaction							
i.	I am satisfied with my work and it enhances my productivity	0 (0.0%)	39 (39.0%)	23 (23.0%)	38 (38.0%)	2.99	0.88186	2.62
ii.	I am satisfied with the salary and wages as they enhance my job performance	0 (0.0%)	28 (28.0%)	58 (58.0%)	14 (14.0%)	2.00	0.92113	
iii.	I work in accordance with the goal and objectives of my organization	20 (20.0%)	14 (14.0%)	24 (24.0%)	42 (42.0%)	2.88	1.16584	

Source: Field Survey, 2023

Key: SA: Strongly Agree; **A:** Agree; **D:** Disagree; **SD:** Strongly disagree; **AM:** Average Mean; **STD:** Standard Deviation

It can be revealed in Table 1 above that staff in the various academic libraries surveyed reported of the regular payment of salaries and wages judging by the average mean score of 3.56 on the scale of 4. They specifically affirmed that monetary reward influences staff to dedicate to work (mean of 3.61), they reiterated that payment of good salary will enhance the work of staff in our library. Most respondents (with average mean of 3.17) surveyed reported of having staff training; the results of staff training provide more skills to staff in our library (mean of 3.38). Most of them affirmed that Staff training improves job performance in our library (with a mean of 3.19).

Besides, some of the respondents with average mean of 3.14 reported that organizational politics will enhance their job performance, they revealed that employee cooperation brings organizational growth and development. Also, some respondents with average mean of 3.13 were of the view that adequate staff motivation would enhance their job performance. They (staff) noted that a monetary prize motivates staff to give their best to serve (with a mean of 3.66) their organization. They also noted that the provision of modern equipment for staff to work with will facilitate their job process (with a mean of 3.00).

Research question one revealed that regular payment of salaries and wages of library staff in academic libraries. Library staff of academic library specifically affirmed of the regular payment of salaries and wages improved quality of work and their performances which in turn lead to better services delivery. The result corroborated with the studies of Smith (2012) and Johnson (2014) who noted that regular payment of salaries and wages helps to alleviate financial stress among the library staff. When staff members receive their pay consistently, they can better manage their personal finances, meet their financial obligations, and focus more effectively on their work responsibilities. Also, it helps consumers' informational and educational demands to be met while also improving their overall user experience.

However, the library staff revealed the need of training and retraining in their libraries. The findings were in agreement with the studies of Awogbami, Opele and Adeoye (2021) who revealed that staff training involves every opportunity available to new and experienced staff. These

activities are designed to improve the quality-of-service delivery and enable individuals to grow professionally and acquiring the knowledge required for efficient service delivery.

Research Question 2: What is the level of human resources development among staff in the selected academic libraries in Ekiti State?

Table 2: Level of Human Resources Development

S/N	STATEMENT	SD (%)	D (%)	A (%)	SA (%)	M	SD	AM
a.	Training facilitators							
i.	Our institution frequently offers training possibilities to boost the job performance of staff	0 (0.0%)	93 (93.0%)	0 (0.0%)	7 (7.0%)	2.14	0.51286	2.54
ii.	Training facilitators are key determinants to development of human resources in our library	0 (0.0%)	51 (51.0%)	0 (0.0%)	49 (49.0%)	2.98	1.00484	
iii.	Our institution frequently offer training possibilities to staff	19 (19.0%)	31 (31.0%)	30 (30.0%)	20 (20.0%)	2.51	1.01995	
b.	Organizational support							
i.	Our library administration place great emphasis on human resources development	0 (0.0%)	26 (26.9%)	54 (54.0%)	20 (20.0%)	2.94	0.67898	2.99
ii.	Employee feedback is sought by staff by library management to enhance job performance of staff	0 (0.0%)	19 (19.0%)	54 (54.0%)	27 (27.0%)	3.08	0.67689	
iii.	Our organization implement discipline to her workforce in order to increase productivity	0 (0.0%)	26 (26.0%)	54 (54.0%)	20 (20.0%)	2.94	0.67898	
c.	Organizational requirement							
i.	Our organization require staff to acquire new skills for their development	0 (0.0%)	5 (5.0%)	75 (75.0%)	20 (20.0%)	3.15	0.47937	2.74
ii.	Our work environment is pleasant and I have all the required tools and resources for my job performance	23 (23.0%)	43 (43.0%)	14 (14.0%)	20 (20.0%)	2.31	1.04151	
iii.	Staff in our library are properly rewarded in terms of allowances and benefits to boost their job performance	0 (0.0%)	43 (43.0%)	37 (37.0%)	20 (20.0%)	2.77	0.76350	
d.	Adequate funding							
i.	Our library is well budgeted and it has enough funds for human resources enhancement and development	19 (19.0%)	26 (26.0%)	55 (55.0%)	0 (0.0%)	2.36	0.78522	2.24
ii.	Educational materials are enough in our library compared to the population of students in our institution	19 (19.0%)	44 (44.0%)	37 (37.0%)	0 (0.0%)	2.18	0.73002	
iii.	Library administration manages the approved budget in order to acquire relevant educational resources for the library users	19 (19.0%)	43 (43.0%)	38 (38.0%)	0 (0.0%)	2.19	0.73437	
e.	Availability of information							
i.	Availability of information boosts human resources development in our library	0 (0.0%)	7 (7.0%)	69 (69.0%)	24 (24.0%)	3.17	0.53286	3.18
ii.	It improves employee's development	0 (0.0%)	27 (27.0%)	49 (49.0%)	24 (24.0%)	2.97	0.71711	
iii.	It promotes better service delivery among staff	0 (0.0%)	20 (20.0%)	19 (19.0%)	61 (61.0%)	3.41	0.80522	
f.	Communication technology							
i.	Library staff give time for reflection and open-minded questions from the library users	10 (10.0%)	70 (70.0%)	7 (7.0%)	13 (13.0%)	2.23	0.80221	2.82
ii.	Communication technology skills should be processed by all library staff	0 (0.0%)	25 (25.0%)	58 (58.0%)	17 (17.0%)	2.92	0.64636	
iii.	Communication technology skills should be processed by all library staff	0 (0.0%)	27 (27.0%)	15 (15.0%)	58 (58.0%)	3.31	0.87265	
g.	Adequate electricity power supply							
i.	Availability of electricity power supply increased my productivity in our library	0 (0.0%)	7 (7.0%)	46 (46.0%)	47 (47.0%)	3.40	0.61955	3.45
ii.	It facilitates the use of ICT equipment by library staff and patrons	0 (0.0%)	0 (0.0%)	58 (58.0%)	42 (42.0%)	3.42	0.49604	
iii.	Availability of electricity in the library attract my regular library attendance	0 (0.0%)	0 (0.0%)	46 (46.0%)	54 (54.0%)	3.54	0.50091	

Source: Field Survey, 2023

Key: SA: Strongly Agree; A: Agree; D: Disagree; SD: Strongly disagree; AM: Average Mean; STD: Standard Deviation

Table 2 above focused on the level of human resources development among staff in the selected academic libraries Ekiti State. It can be revealed in the table that staff in the various academic libraries surveyed reported of adequate electricity power supply judging by the average mean score of 3.45 on the scale of 4. They specifically affirmed that with the availability of electricity in the library attract my regular library attendance (mean of 3.54), they asserted that electricity facilitates the use of ICT equipment by library staff and patrons. This is followed by most respondents (with average mean of 3.18) surveyed reported of the availability of information; they claimed that relevant information promotes better service delivery among staff in their libraries (mean of 3.41). They further affirmed that information boosts human resources development in library (with a mean of 3.17).

Besides, some of the respondents with average mean of 2.99 reported that organizational support that will enhance the level of human resources development in their libraries, they revealed that employee feedback is sought by staff by library management to enhance job performance of staff (with a mean of 3.08). Also, some respondents with average mean of 3.13 were of the view that communication technology would enhance human resources development. They (staff) noted that communication technology skills should be processed by all library staff (with a mean of 3.31) in their institutions of higher learning.

Research question two revealed the need for reliable electricity power supply to support the access to digital resources in the library. The result agreed with the findings of Smith and Johnson (2018) who noted that adequate electricity power supply plays a vital role in supporting library staff's effective work by ensuring continuous access to digital resources, efficient use of library systems, preservation of electronic collections, facilitating research and learning, improving patron services, and enhancing safety and security measures within the library. In the same vein, the present study revealed the organizational support for the library services. The result confirmed the resolution of Zhang and Wang (2018) that organizational support enhances human resources development by creating a culture that values continuous learning, provides necessary resources, and encourages professional growth. It promotes employee engagement, motivation, and satisfaction, ultimately leading to improved performance and organizational success.

Also, the study revealed the need for access to training and learning programmes by the library staff. This was in conjunction with the studies of Salas et al (2012) and Wang et al (2019) who posited that library staff can access the e-learning platforms and digital tools to distribute training materials and resources to users of the library. The online learning environments can offer interactive information, virtual classrooms, and self-paced learning modules, allowing workers to participate in educational activities at their convenience. It can lead to setting up of mentorship programs, holding lunch and learn events, or offering rewards to staff members who actively participate in training opportunities.

Hypothesis Testing and Interpretation

The only hypothesis for this study was tested using correlation and multiple regression analyses, respectively. Hypothesis was tested using Pearson Product Moment Correlation (PPMC) and crosstabs analytical applications.

H₀: There is no significant relationship between human resources development and job performance of staff in the selected academic libraries in Ekiti State.

Table 3: Relationship between Human Resources Development and Job Performance of Library Staff

Variables	Mean	STD	N	R	P	Remark
Human resources development	3.29	0.78232	100	0.673	.000 ^c	Sig.
Job performance	2.92	0.56282	100	0.626	.000 ^c	

Significant at 0.05 level

Key: STD: Standard deviation; N: Population; R: Value; P: Level of significance

Source: Field survey, 2023

From the above Table 3, the mean of human resources development of staff in the selected academic libraries in Ekiti State was 3.29, STD 0.78232, while that of job performance of staff was 2.92, STD 0.56282. The correlation of coefficient obtained was 0.673 and 0.626 with p-values of 0.000^c respectively; that is, $P < 0.05$. The result showed positive correlation between human

resources development and job performance of staff in the selected libraries in Ekiti State. There was a positive significant relationship between the variables as indicated in the above table as ($r = 0.000^c$, $N = 100$, $P < 0.05$). Null hypothesis for the study is rejected. This indicated that there is significant relationship between human resources development and job performance of staff in the selected libraries in Ekiti State.

The result tallied with previous studies of Kuzu and Ozilhan (2014), Park and Cho (2019) as well as that of Chen, Lo, and Chang (2020) who posited that human resources development strongly connected with the job performance of workers in any organization as in the context of technological advancements. They found that organizations that provided opportunities for continuous learning and development to adapt to technological changes experienced enhanced job performance among their employees. They also established in their studies that knowledge sharing is an important factor that promote and boost job performance (productivity) of library staff in any academic library.

Conclusion

The study had reflected that there is a good relationship between human resources development and job performance. Human resources development has a positive effect on job performance of staff in an organization as it improves their general output. Besides, the study established the assertion that human resources development boost job performance of workers in any organization especially in the academic libraries as a knowledge filled librarian is a happy, fulfilled and productive librarian. Therefore, in the academic libraries, there should be proper provision of technological tools for training of staff, maintenance of human and educational resources and provision of adequate working environment, so as to enable them discharge their duties effectively. It is expedient for the library(ies) management to seek and put in place those motivating factors that would improve job performance of workers in the academic community. Hence, the findings and recommendations that emanated from this study would be relevant to our local needs in Nigeria.

Recommendations

Based on the findings and challenges that were revealed in this study, the following

Recommendations are hereby proffered as the way forward:

1. They revealed that regular payment of salaries and wages of the library staff boost their job performance. The researchers recommended that the library authority should engaged their staff on their duties and also create a reward system to motivate them.
2. The study revealed that the organization has insufficient training fund and training facilities for the training of the library staff in the selected academic libraries therefore, Government and the institution management in conjunction with the libraries administrative should make provision for adequate training fund budget and a well-equipped training facilities that will enhance training of the library staff.

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