



*Influence of Staff Development Programs on Job Performance among ... Eserada, R. E. & Kikiri, H. A. (2026)*

## **Influence of Staff Development Programs on Job Performance among Librarians in Some Selected Universities in South-South, Nigeria**

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### **Abstract**

*The study investigated Effects staff development programs on job performance among Librarians in some selected universities in South-South, Nigeria. The study adopted a descriptive survey using questionnaire to collect data. A sample Size of 69 librarians were selected using multi sampling technique. Descriptive statistics, (mean and percentage) were used for analysis. A mean score of 2.5 and above and a percentage score of 50% were considered for decision making. The study revealed different types of staff development programs organized for librarians as Conference, Professional workshops, fieldtrip , ICT training and In service training . The study also affirmed how staff development program positively influence librarian's job performance in some selected universities libraries in South-South, Nigeria in the following order: Enhancing librarian's skills, knowledge and motivation, leading to increased productivity and efficiency, and overall organizational effectiveness. The study recommended that universities libraries in South-South should organize development programs for library staff to improve library staff job performance and the management of universities in South-South Nigeria should organize workshops for their Librarians regularly to improve their job performance.*

**Keywords:** Staff development programs, job performance, Librarians, Universities

### **Introduction**

University libraries support teaching, learning, and research in tertiary institutions by providing information services to students, faculty, and staff (Folorunso & Urhiewhu, 2016). They serve as information hubs that promote knowledge and benefit the community in line with the goals of their parent institutions (Ugwueke et al., 2021). Their main objective is to provide materials that complement the curriculum in order to satisfy the academic demands of the institution (Nkamnebe et al., 2014). Academic institutions cannot function without their university libraries, which facilitate research, teaching, and learning. To meet the requirements of students, professors, and staff, they offer access to a vast range of resources such as books, journals, databases, and multimedia items. These libraries also act as centers for research, teamwork, and information access; they frequently include a range of resources and areas to support academic achievement. The selection, acquisition, organization, and upkeep of library collections which include both digital and physical materials fall under the purview of librarians. In addition to helping users locate and use information, librarians may create and provide services and programs to address community needs. For an effective service delivery, the need to embraced staff development programmes among the librarians is crucial.

Staff development programs are structured initiatives designed to enhance employees' knowledge, skills, and abilities, ultimately contributing to both individual and organizational growth. These programs are essential for raising morale, promoting career progression, and enhancing performance. They include a range of activities including as coaching, mentoring, and training. By taking into account both the organizations and the workforce's interests; staff development plays a unique role in achieving a university library objective (Stonet, 2002). These days, training is the most crucial element in the in the university library as it improves the efficacy and efficiency of both the library and its librarians. Professional conferences, workshops, field excursions, in-service training, and ICT training are just a few of the library's staff development initiatives. A university library staff development program seeks to enhance both individual and job performance. In-service training is one of the staff development programs for librarians that assist improve knowledge and abilities for improved service delivery and professional advancement (Awogbami et al., 2021). Recent research has emphasized how important staff development is for librarians. Smith (2018) connected good training to greater job performance, whereas Godwin et al. (2020) discovered that staff training greatly enhanced performance in university libraries in South-West Nigeria.



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Job performance is the activity of an individual or employer of an organization aimed at achieving the goals and purpose of an organization. Job performance is the sum of an employee's expected work-related tasks and their level of performance. Job performance refers to the actions that an organization expects its workers to do in order to accomplish its objectives. Since their performance is essential to an organization's success, human resources are its most important asset (Etchie and Ogbomo, 2024). The capacity of librarians to interact with library patrons and assist them in understanding how to obtain information based on their abilities, adaptability, resourcefulness, and inventiveness is what Uzohuo (2017) defined as librarian job performance. It is in the light of the above attributes that made this topic staff development programs on the job performance of Librarians in some selected universities libraries in South-South, Nigeria worth studying.

### **Statement of the problem**

The knowledge, skills, and talents of librarians are becoming more and more important to the performance of university libraries. Staff development and training may improve these attributes. Staff development and training are necessary for librarians to do their jobs well. To improve work effectiveness and avoid skill obsolescence. Staff development helps library employees acquire new technology capabilities. Professional conferences, workshops, field excursions, in-service training, and ICT training are just a few of the library's staff development initiatives. An organization's staff development program seeks to enhance both individual and job performance. By giving workers new abilities, information, and incentive, staff development programs enhance job performance and eventually increase workers' productivity and effectiveness. These programs can include training, workshops, mentoring, and other activities designed to enhance employees' capabilities and contributions to the organization. It has been observed that research topics on staff development programs on the job performance of Librarians exist, but nobody has done a research work on staff development programs on the job performance of Librarians in some selected universities libraries in South-South, Nigeria hence the need for this study

### **Research Questions**

The following research questions were formulated to guide the study

1. What are the different types of staff development programmes organized for librarians in some selected universities libraries in South-South, Nigeria?
2. How does staff development program positively influence librarian's job performance in some selected universities libraries in South-South, Nigeria?

### **Literature review**

Oche, Odunlade, and Ojo (2021) investigated the relationship between librarians' work performance and professional growth in North Central Nigeria's State Polytechnics. The results showed that librarians at State Polytechnic in North Central Nigeria perform better on the job when they get professional development. Additionally, Anyaegbu and Wali (2019) studied how staff development and training affected librarians' job performance in a few Federal University Libraries in South-South Nigeria. Professional development programs have a considerable impact on librarians' work effectiveness, according to the research. These initiatives improve timely delivery and information literacy, which raises customer happiness. Godwin, Adeniran, and Jamogha (2020) looked into how staff performance was affected by training and development in a few university libraries in southwest Nigeria. The findings indicated a statistically significant and favorable relationship between employee performance and manpower training and development ( $N = 103$ ,  $r = 0.447$ ,  $p = 0.000$ , indicating  $p < 0.05$ ). This suggests that employee performance rises in tandem with staff training and development. It is possible to conclude from these empirical assessments that there is a strong and indisputable link between library staff job performance and staff development.

According to some research, a number of factors are related to employee performance and training. For example, Luo et al. (2021) examined the moderating effect of interpersonal assistance in their investigation of the link between task performance, job satisfaction, supervisory mentoring, and training. The findings indicate that task performance and work satisfaction are significantly impacted by supervisory mentoring and training; task performance is positively impacted by job satisfaction, and task performance is moderated by interpersonal assistance in addition to supervisory mentoring. IT plays a significant role in the task performance of front office employees, who depend on IT to complete their work, according to Melian Gonzalez and Bulchand Gidumal's (2017) study on the relationship between front office employee performance, IT, service encounters, and critical incidents. However, the importance of human presence in service



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encounters remains strong, and IT does not engage in the majority of significant situations. The management of universities in in South-South Nigeria should organize workshops for their Librarians regularly to improve their job performance Babagana (2014) found that training and development improves lecturers' effectiveness since it keeps their knowledge and skills up to speed with today's demands. According to Gambo (2015), training and development initiatives boost workers' performance and abilities, provide them the technical know-how they need to meet today's difficulties, and are a useful instrument for raising academic production. According to Ampomah (2016), training motivates workers, and training and development lead to improved worker performance. Despite complaints of insufficient personnel, which increased employees' workload, Ankrah (2017) argues that training programs have a favorable effect on job skills and employee performance Innocent et al. (2017) found that training and development had positive impact on employees' performance of the Polytechnic in Nigeria despite organizational issues which constrained such as lack of management support for training and development programmes. Lola et al. (2017) revealed that training has significant positive relationship with job performance at Redeemers University Ede, Osun State.

According to Abdullahi et al. (2018), academic staff at Kano State Polytechnic in Nigeria is significantly and favorably affected in terms of their productivity by the training technique, training design, and training delivery style. Training and development improve staff performance and productivity at Abubakar Tatari Ali Polytechnic (ATAP) in Bauchi, according to Aliyu et al. (2018). According to Ajayi and Okhankhuele (2019), training both on and off the job had a major impact on the performance of employees at the Federal University of Technology Akure (FUTA), located in Ondo State, Nigeria. Nevertheless, management did not allocate enough money for the administrative staff's proper training. Employee performance at Hyderabad, Pakistani institutions was shown to be significantly and favorably impacted by trainings and improvements, according to Shah et al. (2019). Training and employee performance at Nasarawa State Polytechnic Lafia, College of Education Akwanga, and Nasarawa State University Keffi were shown to be significantly correlated by Elijah (2020). According to Sanusi et al. (2021), Kwara State Polytechnic employees' performance in terms of productivity and work quality is positively impacted by successful training programs, both on and off the job. Ilorin. Among other things, Abdulrahman and Mshelia (2022) found that training and development improves teachers' performance at Nigerian polytechnics.

### **Research Methodology**

The study adopted a descriptive survey using questionnaire to collect data. A sample size of 69 Librarians were selected using multistage sampling technique from the target populatin. Descriptive statistics, (mean and percentage) were used for analysis. A mean score of 2.5 and above and a percentage score of 50% were considered for decision making.

#### **Population of the study**

**Table 1: Demographic information of population**

S/N	Selected University Libraries in South South Nigeria	Population of Librarians
1	University of Portharcout Library	21
2	University of Delta Agbor	13
3	Federal University of Petroleum Resources Effurn	24
4	University of Benin, Edo State	11
	<b>Total</b>	<b>69</b>

Table 1 depicts the population of librarians which were randomly picked in some selected universities in Nigeria. They are: University of Portharcout Library has (21) librarians, University of Delta Agbor (13) librarians, Federal University of Petroleum Resources Effurn Kano has (24) librarians and University of Benin, Edo State has (11) librarians respectively.

### **Presentation of Results**

**Research Question One:** What are the different types of staff development programmes organized for librarians in some selected universities libraries in South-South, Nigeria?

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**Table 2: Type of staff development programmes organized for librarians in some selected universities libraries in South-South, Nigeria**

S/N	Items Statement	SA	A	D	SD	-X	Remarks
1	Conferences	25	33	11	0	3.2	Accepted
2	Professional Workshops	29	37	1	2	3.3	Accepted
3	Field Trips	33	23	5	8	3.1	Accepted
4	ICT Training	34	21	7	7	3.1	Accepted
5	In Service, Training	21	22	12	14	2.7	Accepted

Table 2 shows the staff development programmes organized for librarians in some selected universities libraries in South-South, Nigeria in the following order: Conference (3.2), Professional workshops (3.3), fieldtrip (3.1), ICT training (3.1) and in service training (2.7) respectively. This is in line with Babagana (2014) who found that training and development improves job effectiveness since it keeps their knowledge and skills up to speed with today's demands.

### Research Question Two:

How does staff development program positively influence librarian's job performance in some selected universities libraries in South-South, Nigeria?

**Table 3: How staff development program positively influences librarian's job performance in some selected universities libraries in South-South, Nigeria**

S/N	Items Statement	SA	A	D	SD	-X	Remarks
1	Enhancing librarians skills	25	23	11	10	2.9	Accepted
2	Knowledge and motivation	34	23	2	10	3.1	Accepted
3	Leading to increased productivity	41	16	10	2	3.3	Accepted
4	Efficiency, and overall organizational effectiveness	27	25	6	11	2.9	Accepted

Table 3 depicts how staff development program positively influence librarian's job performance in some selected universities libraries in South-South, Nigeria in the following order: Enhancing librarians' skills (2.9), Knowledge and motivation (3.1), Leading to increased productivity (3.3) and Efficiency, and overall organizational effectiveness (2.9) respectively. This finding is supported with Gambo (2015), when he opined that training and development initiatives boost workers' performance and abilities, provide them the technical know-how they need to meet today's difficulties, and are a useful instrument for raising academic production.

### Discussion of findings

The study is on staff development programs on the job performance of Librarians in some selected universities libraries in South-South, Nigeria. Two research questions were formulated to guide the study. A descriptive survey was used. The study revealed the different types of staff development programs organized for librarians as Conference, Professional workshops, fieldtrip, ICT training and in service training. The study also affirmed how staff development program positively influence librarian's job performance in some selected universities libraries in South-South, Nigeria in the following order: Enhancing librarian's skills, knowledge and motivation, leading to increased productivity and efficiency, and overall organizational effectiveness.

### Recommendations

The study recommends thus

1. Universities libraries in South-South should organize development programs for library staff to improve library staff job performance



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2. The management of universities in South-South Nigeria should organize workshops for their Librarians regularly to improve their job performance.

## Conclusion

The study came to the conclusion that staff development programs can improve the quality of services provided for higher productivity in South South Nigerian and other universities' libraries. Additionally, if university libraries assist library personnel in attending conferences, fund training for them annually, and conduct regular seminars and coaching programs, librarians in South South Nigerian university libraries will function at a high level on the job. The statistical study leads to the conclusion that librarian's performance is significantly impacted by training and development. As a result, every university library must address the problem of staff training and development. The quantity and caliber of training provided the availability of appropriate skills within the workforce, the flexibility of the current workforce, the degree to which the library supports the concept of career development, and other factors vary greatly from one department or organization to another are elements that affect growth and training.

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