Working Conditions, Staff training and Development Programmes as determinants of Librarians' Productivity in Academic Libraries in Imo State, Nigeria

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ABSTRACT
The purposes of this study were to examine working conditions and staff training and development programmes as determinants of librarians' productivity in academic libraries in Imo state. Two research questions guided the study and two null hypotheses were tested at 0.05 level of significance. Descriptive survey design was adopted for the study. The entire populations of 79 librarians were used for the study. Questionnaire was the instrument for data collection. The questionnaire was validated and the reliability co-efficient for each of clusters A and B were 0.77 and 0.73 respectively. Data collected were analyzed using mean and standard deviation, while z-test was used to test the null hypotheses at 0.05 level of significance. The findings showed that good working conditions increase librarians' productivity in academic libraries. It also found out that opportunities for staff training and development programmes enhance higher job performance among librarians in academic libraries. Hypotheses tested reveal, that there is no significant difference in the responses of librarians on how working conditions determine their productivity. Recommendations were made based on the findigs that, academic library management should provide good and congenial working conditions to make librarians improve their job performance. Also, library management should improve the job skills of librarians through conferences and workshop to enable librarians keep abreast with Information and Communication Technology (ICT) needed in modern day librarianship.

Keywords: Working Conditions, Staff Training and Development, Productivity, Librarians, Academic Libraries

Introduction

In the world, academic library is the "engine house" for academic activities in institutions of higher learning. Academic libraries, which comprised both university and college libraries possess many resources including Information and Communication Technology (ICT). Academic libraries have been making significant contribution to the mandate of their parent institutions. These mandates are teaching, learning, research and community services geared towards social, political and economic development of the country. These cannot be achieved without the human resources in the library, especially librarians. These librarians are the activators of the functions and services therein, as they possess skills for collection development, technical processing of information sources, user education, information services, readers services, reference services, provision of faster and more convenient access to the library collection (Iwu, 2011). However, the extent to which these goals are attainable depends on the level of motivation the personnel have to perform their job. Thus, unless conducive working conditions are developed that will motivate librarians to attain their maximum potentials, and unless librarians are constantly trained on new methods of information handling and dissemination, the attainment of the goals for which the academic institution was established will be a mirage.

Working conditions involve conducive and favourable working environment, availability of working tools, adequate and regular remuneration and work incentives. These go a long way to motivate employees for higher productivity. For instance, the availability of adequate working tools is essential in achieving organization's aims and objectives.

Staff training and development according to Evans (2009) is the organization's efforts to improve an employee's ability to perform his job effectively. It is the organization's effort to increase a person's ability to advance in his organization. From the foregoing, it can be summarized that working conditions and staff training and development programmes are important motivating factors for increased productivity.

Unfortunately, the researcher observed that there is ineffectiveness and lack of commitment to duties among librarians. The researcher , also observed that motivation was seemingly low among the staff of the libraries and this has direct consequence on their productivity generally as most of them exhibited non-challant attitude to work, lateness to work and absenteeism, these negative dispositions may be connected to lack of proper motivation such as poor working condition and poor staff training and development.

Statement of the Problem

In recent years, it has been observed by the researcher that productivity and organization commitment are declining in the library which is obvious from librarians attitude. The obvious consequences of this are manifest in indifferent attitude to work, lateness to work, absenteeism, and lack of dedication to duties. Furthermore, studies have shown that there is a general dissatisfaction among library staff on a number of issues such as work environment, salary, conditions of service, staff training and development among others which have greatly undermined the performance of library staff (Akor,2010; Matthew, Ojeamiren & Adeniji, 2012). If this situation is not addressed, services rendered to library users in academic libraries will degenerate. In order to nip this situation at the bud, the researcher intends to examine "working conditions and staff training and development as determinants of librarians' productivity in academic libraries in Imo state".

Purpose of the Study

The general purpose of this study was to examine working conditions and staff training and development programmesas determinants of librarians' productivity in academic libraries in Imo state.

Specifically, the study intends to find out:

1. How working conditions determine librarians' productivity in academic libraries in Imo state.
2. How staff training and development programmes determine librarians' productivity in academic libraries in Imo State.

Research Questions

The following research questions guided the study:

1 How do working conditions determine librarians' productivity in academic libraries in Imo State?
2. How do staff training and development programmes determine librarians' productivity in academic libraries in Imo State?

Hypotheses

The research tested two hypotheses stated in the null form.

1. There is no significant difference in the responses of librarians in university and college libraries on how working conditions determine their productivity in academic libraries in Imo state.
2. There is no significant difference in the responses of librarians in university

and college libraries on how staff training and development programmes determine their productivity in academic libraries in Imo state.

Literature Review

Working Conditions

Effective service delivery is difficult to imagine in the library setting without the teamwork of professional, which in turn is impossible without good and conducive working conditions. Working conditions according to Babel (2011) represent the incentive measures prevalent in library services, such as regular payment of salaries, study leave, child welfare services, medical allowances, transport allowance and how these incentive measures affect the productivity of librarians in library services. Penland and Mathia (2008) reported that regular and adequate remuneration and compensation motivate staff to be committed to the goals of their organization. Working conditions, according to Arnoff (2009) refer to physical condition , physical space, good working environment and amenities such as good desks, comfortable chairs and tables which motivate staff for high productivity.

Working Conditions and Librarians' Productivity

The result of Odunewu (2009) revealed that motivators, such as good work environment, opportunities to acquire more education while on the job; improved remuneration and job security are necessary for enhanced productivity. In a research conducted by Amusa, Iyoro and Olabisi (2013) on "work environment and job performance of librarians in the public universities in South-west Nigeria", it was revealed that there is a significant correlation between work environment and job performance of librarians. Onwubiko (2014) reported that working conditions have great impact on librarians' job performance.

Staff Training and Development Programmes

Training is an organized procedure by which people gain knowledge and/or skills for doing a particular job (Ohadinma & Uwaoma, 2010). Mohammed (2010) posited that training programmes can help both professional and Para-professional staff to be current with new knowledge and development in the field. It follows thus; that the more staff undergo staff development programmes, the more committed they are to job performance. Ajidahun (2009) stressed that staff development is the hallmark of strategic management, which is one of the pillars of success of any enterprise.

Staff Training and Development Programmes and Librarians' Productivity

In a research carried out by Saka (2008) on staff development in relation to job performance in selected branch academic libraries, University of Maiduguri, it was revealed that staff training and development improved employees' job performance. The result also showed a significant relationship and high correlation between training programme and job performance. Similarly, Afful and Antwi (2011) reported that staff training was one of the key factors leading to employee motivation and high levels of productivity. Also, the findings of Saka and Haruna (2012) showed that there was significant relationship between seminars/conferences, workshop attendance and job performance of staff. As staff development programmes collectively increases, job performance of staff tends to be higher.

Productivity

Productivity has been described Keith (2009) as the means to which qualitative services are created in a library organization. Hinmicks (2010) asserted that productivity involves the notion of accomplishment, attainment and the execution of a task in an organization. Hence, assessing the organization's performance involves asking what it will accomplish and how well it will be carried out. It should be noted that the productivity of academic librarians is service-oriented. This means that productivity of academic librarians is geared towards provision of servicers to users. These services, however, can be classified in to two sub-groups namely services to library patrons and services to the academic community. The two categories of services are fundamental to the effective functioning of the academic community. However, in this study, the productivity of academic librarians will be measured in terms of their quality service to library patrons.

Librarians

Librarians Registration Council of Nigeria (LRCN) (2013) defined a librarian as a graduate of Library and Information Science registered and inducted by LRCN. LRCN stated that a librarian is a professionally trained person with minimum of a bachelor degree in Library and Information Science, certified by the Council. Similarly, International Federation of Library Association (IFLA) (2011) equally stated that librarians are imbued to serve people through the provision of access to quality information resources in either print or electronic formats through which people's standard of living are improved, dreams are actualized, education is sustained, sound decisions are made and executed, freedom of expression is enhanced and information resources are preserved for posterity.

Academic Libraries

Academic libraries are libraries found in institutions of higher learning like universities, Colleges of Education and polytechnics. They are the largest of all libraries both in function, scope of collection, staffing, user as well as the type of

services rendered to users (Dike, 2010). According to Edem, Ani and Ocheibi (2009), the academic library is regarded as the "heart" of any academic institution such as Colleges of Education, polytechnics and universities. Hence, to a large extent, the quality of any tertiary institution is measured by the services provided by its library because of the unique contribution of the library in the over-all goals of such institution.

Method

The descriptive survey design was adopted for this study. The study was conducted in all academic libraries in Imo State with a population of 79 librarians. The entire population was studied. The instrument for data collection was questionnaire. The instrument was validated by three experts. The reliability of the instrument was established using cronbach alpha. 79 copies were distributed but 70 copies were returned and found usable. Mean and standard deviations were used in answering research questions.The null hypotheses were tested using z-test at 0.05 significance level.

Results

Research Question 1: How do working conditions determine librarians' productivity in academic libraries in Imo State?

S/N	Items	Univ.		Col.		Remark
		$\bar{X}$	SD	$\bar{X}$	SD	
1	Good working conditions in the library make me have concern for and serve library patrons better.	3.57	0.69	3.31	0.98	Agree
2	Poor working conditions encourage me to engage in absenteeism	3.00	1.04	2.89	0.92	Agree
3	Poor remuneration influences my lateness and neglect of duties	2.94	0.86	3.14	1.02	Agree
4	I find it impossible to achieve higher productivity without working tools	3.23	0.83	3.23	0.86	Agree
5	Availability of professional tools needed for cataloguing classification, reprographic and preservation processes make me function at my optimum level.	3.51	0.69	2.97	0,88	Agree
6	Regular an adequate remuneration and compensation motivate me to be more loyal and committed to the goals of the library	3.54	0.84	2.94	0.83	Agree
7	Incentive measures do enhance my productivity in library services.	3.14	0.80	3.31	0.85	Agree
8.	I feel happy and eager to work harder in a befitting office and congenial work environment.	3.63	0.68	3.20	0.75	Agree
9	Level of Management interest in my well being affects my productivity.	3.54	0.77	2.97	0.81	Agree
10	Good interpersonal relationship in the workplace enhances my high productivity.	3.14	0.87	3.29	0.85	Agree
		3.32	**0.81**	**3.13**	**0.88**	

KEY*Uni = librarians in university libraries, Col. =librarians in college libraries,* SD = *item standard deviations,* X= *item mean score.*

Result presented in table 1 the mean ratings range from 2.89 - 3.63. The results indicate that the responses of librarians in both university and college libraries agree with the 10 items on how working conditions determine librarians productivity in academic libraries in Imo State. This is so because all the item statements scored 2.50 and above which is the criterion mean score for agreement. This finding shows that working conditions strongly determine librarians' productivity in academic libraries. This is because, looking at the standard deviation score of each item, the response of the librarians in both university and college libraries do not show wide variation.

Hypothesis One: There is no significant difference in the responses of librarians in university and college libraries on how working conditions determine their productivity in academic libraries in Imo State.

Table 2: Summary of z-test Analysis and Decision Concerning the Difference between Mean Responses Scores of Librarians in University and College Libraries on How Working Condition Determines their Productivity

n_1	n_2	$\bar{X}_1$	$\bar{X}_2$	SD_1	SD_2	^{z}cal	$^{z}crit$	df	Sign	Remark
35	35	3.32	3.13	0.81	0.88	0.94	1.98	68	0.05	do not reject H_{01}

n_1 = sample size for librarians in the university libraries; n_2 = sample size for the librarians in the college libraries;X_1 = item mean score for university libraries; X_2 = item mean score for college libraries; SD_1 = item standard deviation for university libraries; SD_2 = item standard deviation for college libraries; z_{Cal} = calculated z -value; z_{Crit} = critical z-value; df = degree of freedom; $sign$ = significant level.

Data in table 2 revealed that the calculated z-value is 0.94 while the critical z-value is 1.98. Since the calculated z-value of 0.94 is less than the critical z of 1.98 at 68 degree of freedom and 0.05 level of significant, the null hypothesis was accepted. Hence, there is no significant difference in the responses of librarians in university and college libraries on how working conditions determine their productivity in academic libraries.

Research Question 2: How do staff training and development programmes determine librarians' productivity in academic libraries in Imo State?

Table 3: Mean Scores and Standard Deviation of Librarians on How Staff Training and Development Programmes Determine Librarians' Productivity.

S/N	Items	Univ.		Col.		Remark
		$\bar{X}$	SD	$\bar{X}$	SD	
1	There is need to train and retrain librarians in this era of change.	3.40	0.87	2.77	0.90	Agree
2	Training and development programmes improve my ability to perform my job effectively	2.66	0.89	2.86	0.76	Agree
3	Existence of training opportunities motivates me to work harder.	3.29	0.97	2.89	0.89	Agree
4	Required skills acquire d from training and development enable me to tackle challenges and excel to the level of expertise in librarianship	3.14	0.87	3.17	0.97	Agree
5	Staff development provides me with high quality performance on my job.	3.06	0.95	2.91	1.05	Agree
6	Training and development result in effectiveness and efficiency in my job performance.	2.83	1.06	2.74	1.02	Agree
7	Training and development helps me to be current with new knowledge and development in my field , thus, enhances my productivity.	3.34	0.79	3.14	0.72	Agree
8.	I am motivated to increase my productivity when I am sponsored to staff development.	3.26	0.69	2.63	0.93	Agree
		3.12	**0.89**	**2.89**	**0.91**	

KEY*Uni = librarians in university libraries, Col. =librarians in college libraries,* SD = *item standard deviations,* X= *item mean score.*

Results from table 3 indicate that the mean ratings range from 2.63 - 3.40. The results indicate that the responses of librarians in both university and college libraries agreed with the eight items on how staff training and development programmes determine librarians productivity in academic libraries in Imo State. This is so because all the items scored 2.50 and above which is the criterion for agreement.The above findings therefore show that staff training and development

programmes determine lbrarians' productivity in academic libraries. This is because, looking at the standard deviation score of each item, the responses of the librarians in both university and college libraries do not show wide variation.

Hypothesis Two: There is no significant difference in the responses of librarians in university and college libraries on how staff training and development programmes determine their productivity in academic libraries in Imo State.

Table 4: Summary of z-test Analysis and Decision Concerning the Difference between Mean Responses Scores of librarians in University and College Libraries on How Staff Training and Development Programmes Determine their Productivity in Academic Libraries in Imo State.

n_1	n_2	$\bar{X}_1$	$\bar{X}_2$	SD_1	SD_2	^{z}cal	$^{z}crit$	df	Sign	Remark
35	35	3.12	2.89	0.89	0.91	1.07	1.98	68	0.05	do not reject H_{01}

From table 4, it was observed that the degree of freedom is 68, the level of significant is 0.05, the calculated z-value is 1.07, while the critical z-value is 1.98. Since the calculated z-value of 1.07 is less than the critical z-value of 1.98, the null hypothesis is accepted. Therefore, there is no significant difference in the responses of librarians in university and college libraries on how staff training and development programmes determine their productivity in academic libraries.

Discussions

The result from research question one showed that regular and adequate remuneration and compensation motivate librarians to be loyal and committed to the goals of the library. This agrees with the findings of Odunewu (2009) which revealed that motivators, such as good environment and improved remuneration are necessary for enhanced productivity. The result obtained from research question one reveal that there is a significant relationship between working conditions and librarians' productivity. The result of this study is in agreement with the findings of Amusa, Iyoro and Olabisi (2013) who found that there is a significant correlation between work environment and job performance of librarians. Meanwhile, the result of the first null hypothesis tested show that there is no significant difference in the responses of librarians in university and college libraries on how working conditions determine their productivity in academic libraries in Imo state.

The result of research question two clearly indicates that training and development programmes improve librarians' efficiency and abilities to perform their jobs, required skills acquired from training and development enable librarians to tackle or face challenges and excel to a level expertise in librarianship. Hence, staff training and development programmes determine librarians' productivity. This agrees with Saka (2008) who revealed that there is a significant relationship and high correlation between training programmes and job performance.

The findings of this study also show that librarians are motivated to increase their productivity when they are sent for staff development on academic sponsorship. This agrees with Afful and Antwi (2011) who reported that staff training was one of the key factors leading to employee motivation and high level of productivity. In the same vein, the result of this finding also supports the study carried out by Saka and Haruna (2012) which show that as staff development programmes collectively increase, job performance of staff tend to be higher. The second null hypothesis tested revealedthat there is no significant difference in the responses of librarians in university and college libraries on how staff training and development programmes determine their productivity in academic libraries in Imo State.

Conclusion

Based on the analysis and discussions of results of this study as they relate to the objectives, the following conclusions were made.

This study has shown that working conditions determine librarians' productivity in academic libraries in Imo state. Such working conditions include remuneration, working tools, incentives, work environment, level of management interest and interpersonal relationship in the workplace. Moreover, staff training and development programmes which include seminars, conferences, and workshops also enhance librarians' satisfaction and productivity.

Recommendations

The following recommendations were made in line with the findings.

1. Academic library management should provide good working conditions and environment within the workplace to make librarians increase their job performance in order to realize the objectives of the library in the parent institution.
2. Library management should improve the job skills of librarians through workshops, conferences and seminars, which enable librarians to keep abreast with the requisite ICT needed in modern day librarianship.

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