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LIBRARY SERVICES AS DETERMINANTS OF JOB PERFORMANCE OF LIBRARIANS IN FEDERAL UNIVERSITIES IN SOUTH-SOUTH, NIGERIA

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Abstract
The study investigated library services as determinants of job performance of librarians in Federal University libraries in South-South, Nigeria. Descriptive research design was used for the study. A total of four (4) research questions were raised to guide the study. The population of the study comprised (98) librarians in the six Federal universities spread across the six states of South-South, Nigeria. No sample was drawn due to the controllable size of the population. The instrument used for data collection was a researcher constructed questionnaire titled "Library Services as Determinants of Job Performance of Librarians Questionnaire (LSDJPQ)". Data gotten from the study were analyzed using descriptive statistics. The study reveals that the extent of job performance of librarians in Federal Universities in South-South is considerably low. It was also revealed in the study that, lack of interpersonal skills among staff, lack of adequate ICT facilities and poor funding among others have hindered effective service delivery of librarians. Recommendations were made based on the findings, the recommendations include that university, funding bodies, and agencies should all be fully committed to providing sufficient financing for the effective and smooth functioning of university libraries.
Keywords: Librarians, University Libraries, Job Performance, Library Services

Introduction

The library is established to meet the information needs of staff and students of the university as well as researchers from other institutions that might have use of the library. It is impossible to overstate the long-standing roles that the university library plays in supplying the information needs of the institution's academics, staff, and students as well as any potential outside scholars who might require the library. The library also creates a unique environment for life-long learning. Blakes (2013) defined a university library as a place and or collection of

formats of information and communication data organized and administered for use (reading, consultation, research, etc.). Reitz (2004) also defined a university library as a library or library system established, administered and funded by a university to meet the information needs of researchers, and curriculum needs of its students, faculty and staff of the university. Kim and Abbas, (2010) view it as "the treasure house of knowledge to cater for the needs of scholars, scientists, technocrats, researchers, students and others who are in the field of higher education". This means, the university library is a knowledge based institutions, which makes it one of the most important organs of development in the university. It has a prominent role to play in supporting higher education to fulfil objectives of its parent institution. Eze and Uzoigwe, (2013) opines that, the mission and vision of academic libraries (university libraries) go in line with the objectives of the parent institution which is the university. Khan and Bhatti (2012) noted that academic institutions cannot achieve their two-fold mission of spreading knowledge and extending its research progress without the university library resources and services. Agboola and Bamigboye (2011) maintained that the quality and strength of any educational programme depends on the library; not the library as a magnificent building but the use of it. This means that for the library to maintain its place of relevance in university there is need for efficiency in service delivery, which necessitates that librarians, performs their job optimally.

From the foregoing, the Librarians Registration Council of Nigeria (LRCN) (2014), states that university library shall carry out the following services: Circulation services; Inter-library loan services; Reference and Information services; Current awareness services; Selective Dissemination of Information (SDI); User-Education; Literature searching; Compilation of bibliographies; Indexing and abstracting services; Knowledge management services; Preservation and conservation services; Bindery services; Information literacy services; Information media literacy; Internet services; Archiving services; Knowledge management services; Preservation services; Bibliographic services; Consultancy services; Photocopying/reprographic services; publication of guides to the library; compilation and maintenance of statistics; E-library services; Translation services; Statistical data analysis services; Internet services; and Book editing services. And these services formed the job performed by librarians in university, and as such it is expected that librarians as information managers who are involved in the organization of information sources as well as evaluating the strength and reliability of information obtained from the various sources before dissemination, need to be efficient in service delivery to enable them function optimally, because librarians bring values that are essential to the survival of scholarly activities in the university.

Statement of the Problem

Librarians are responsible for a variety of tasks, including assisting users with their information needs and carrying out research and teaching duties. Apart from the official duties of librarians, there are also new roles which they have also coined out for themselves, as they also indulged in voluntary activities outside the university as community services. It has been established through literature, the need for improved job performance of librarians in university libraries. Job performance is important to government owned institutions, because quality services delivery is crucial in determining high job performance among employees and is a significant management function for providing excellent services to the public at all levels. In the university system, high job performance makes the university library effective and relevant

It has been observed by the researchers, the non-availability of certain services in many university libraries, leading to low service delivery and poor job performance of librarians in those universities. But there are no evident however, if this is applicable to federal university libraries in South-South, Nigeria and this led to the purposive selection of federal universities libraries in this region for the study.

Research objectives

The general objective of this study is to examine library services rendered as determinant of extent of job performance of librarians in federal university libraries in South-South Nigeria. The specific objectives of the study are to;

1. Determine the extent of job performance of librarians in the area of public services.
2. Find out the extent of job performance of librarians in the area of library administration.
3. Examine the extent of job performance of librarians in the area of technical services.
4. Ascertain problems associated with under performance and decreased library services.

Research Questions

The following research questions were posed to guild the study.

1. What is the extent of job performance of librarians in the area of public services?
2. What is the extent of job performance of librarians in the library administration?
3. What is the extent of job performance of librarians in the area of technical services?

4. What are the problems associated with under performance and decreased library services?

Review of Related Literatures

Job Performance of Librarians (Public services)

The library provides for the information needs of its users by making available information resources in both print and non-print format. On this note, the Librarians Registration Council of Nigeria (LRCN) (2014), states that university library shall carry out the following services: Circulation services; Inter-library loan services; Reference and Information services; Current awareness services; Selective Dissemination of Information (SDI); User-Education; Literature searching; Compilation of bibliographies; Indexing and abstracting services; Knowledge management services; Preservation and conservation services; Bindery services; Information literacy services; Information media literacy; Internet services; Archiving services; Knowledge management services; Preservation services; Bibliographic services; Consultancy services; Photocopying/reprographic services; Publication of guides to the library; Compilation and maintenance of statistics; E-library services; Translation services; Statistical data analysis services; Internet services; and Book editing services. And these services formed the job performed by librarians in university libraries.

The library has a unique position as a potential educational force in the university community, especially in this era of information communication technology which helps to facilitate the libraries capability to reach out to direct users as well as promote access to resources. According to Nwezeh and Shabi (2011), librarians have information dissemination as their predominant function. Also Librarian Registration Council of Nigeria (L.R.C.N), Minimum Standards and Guidelines for Academic Libraries in Nigeria Draft (2014) also stated the following as the duties/jobs expected to be performed by librarians in order to promote the gainful use of the resources and services of the academic library as well as meeting the needs of library users. Readership Campaign, Exhibition, Advocacy, Library use instruction, Library and shelf guides, Library talks, Orientation, Display of new arrivals, Current awareness services, Selective Dissemination of Information (SDI). According to Edem and Unegbu (2013), it is the responsibility of the librarian to provide CAS and SDI services for the benefit of all its users.

Job performance of Librarians (Library Administration /Research)

Participating in the formulation of library policies and programmes, library regulation is also a core duty of a librarian as a management staff. Yamazaki (2017) conveys that library administration means managing the performance of the operations and other activities of a library which leads to making crucial decisions. In a related view, Haimann (2011) asserts that, the skilled library administrator would ensure determination of policies, setting of major objectives, the identification of general purposes and setting up of wide programmes and projects and planning and implementation of the library's annual budget. That is, preparing an estimate of the library's expenditure for approval by the Vice-Chancellor and library committee. They are also involved in the supervision and organisation of the library. He/she organises and supervises the work done by subordinate staff to ensure efficient service delivery.

Librarians report to the top management for the functioning of their teams. IGNOU (2017) states the job responsibility of librarians as middle managers includes; carry out plans of the library in accordance with the policies and directives of the university management, make out plans for the units, departments under their charge, evaluate performance of junior staff, inspire subordinates towards better performance, secure equipment, materials and services required to support the performance of their roles, overall staff supervision, projects and initiatives, monitoring of technical standards and practices and writing and administrating grants and so on.

A librarian's job also involves collaborating with faculty members of the institution to ensure that students and researchers have the materials they needed by providing easy and quick access to services. Students and researchers also need to be able to conduct their own literature searches; therefore, the librarian is required to teach information literacy skills. They are also to ensure that the students and academic needs are supported. The librarian is also responsible for maintaining a range of areas of study, negotiating access to electronic (e) resources, and answering specific reference queries. Nwalo (2013) confirmed this by stating that, another significant portion of the library where the general public can interact is the reference section.

In order to fulfil this crucial job, librarians must first determine the needs of the professors and students in light of the university's mission and vision as well as its academic and research programs. Librarians also coordinating with academic staff to ensure that students and researchers have the materials they need and access them. Librarians are involved in planning and implementation of various library programmes in consultation with library committee and other academic staff as well as collaborating with academic staff, computer specialists, and

instructional developers, planning, implementing and administering computer-based systems, electronic databases, designing and managing web sites, keeping abreast of technological advancements and developing strategies to take advantage of them, negotiating access to a wide range of electronic (e) resources. Wen-Hui (2010) in a study reveals that implementing new information technology has expanded the role of academic librarians as educators and how this role has evolution of new technology.

Job Performance of Librarians (Technical Services)

Technical duties of a librarian include selection of library materials, such as books, periodicals and non-print materials based on recommended or suggested titles submitted by academic staff and departments to ensure a balance in library acquisitions. Cataloguing and Classification of library materials is the duty of a professional librarian, this is to ensure conformity and uniformity. De Boer (2001) states that cataloguing and classification is one of the core functions of librarianship. Cataloguing and classification ensures detailed description of the bibliographic information of a library material for easy accessibility and retrieval. Gorman (2002) refers to cataloguing and classification the intellectual foundation of librarianship. It defines a librarian's expertise as a professional and this give them advantage over a lay man, and has the potentials to either negatively or positively impact on the university library's image. Compiling of indexes and abstracts to journal, magazine and newspaper publications, Compiling bibliographies and guides to sources of information, Conducting current awareness and readers' advisory services are some other technical job of a librarian. Hjorland (2010) discovered that indexing and abstracting enhances rapid and easy access to information resources which to a large extent saves the time of the library user and also aids easy retrieval of needed information sources.

Other critical jobs performed by librarians in the university library include implementation of an efficient circulation system to ensure easy location (identification) and retrieval of library materials, conducting a programme of instruction in library skills for undergraduate students in order to strengthen their information literacy skills to enable them conduct independent literature searches, consulting with students and academic staff in analysing, identifying and fulfilling their information needs, conducting literature searches, maintenance of library records (catalogues, kardex, rotadex), to this end Wayne, (2015) asserts that the reader services librarian is in charge of planning, promoting and teaching information literacy, providing reference services, and developing library print and electronic resources and services. Andrews, Wright and Raskin, (2015), opine that the librarian should ensure that the physical presence of books

stimulates users to become actively engaged with literature. By so doing the relevance, effectiveness and efficiency of the Libra can be determined.

Similarly as earlier noted, Kumar, (2007) also states that the job of a librarian include: book selection, classification of library materials, cataloguing(including preparationofsubjectheading),reference and information service/documentation/bibliographical, administration and management, consultation service, conduct research in order to improve library services; this take the shape of contribution to literature. Kumar categorized the job of academic librarians into; Teaching, Research, Administrative, Management and Other functions.

The 21st century librarians are expected to recognize the fact that change is a constant variable that affects the library and information profession as a service oriented institution. Culpepper (2005) opines that "in applying professional learning in such job as cataloguing rules and classification schedules for organizing information will continually change. Means of storing and making information available to customers will change with innovation in the commercial world." In other words, librarians in university libraries must acquire organizational skills alongside management skills added to talent in self-education to be effective and relevant in the system. The jobs of librarians as management staff of the library will require excellent oral, written, and interpersonal communication skills and ability to work effectively both as a team or independently. Needless to state here, that these managerial jobs will require effective leadership, supervisory and managerial skills.

Problem Associated with under performance

The university libraries are the core provider of information resources to students, lecturers and researchers and this is done through the provision of effective library services but a number of factors may have hindered the provision of adequate library services and consequently creating a negative impact on the job performance of librarians. Kaseke, (2011) stated that lack of opportunity to learn in the job is a major hindrance to service delivery and job performance. Faling (2011), opines that poor work ethic of members of staff is another factor. In the view of Kaseke (2011), lack of skills hinders efficient service delivery and it also leads to inability to manage available resources. Faling (2011) also argues that setbacks in services delivery could be attributed to a pervasive poor work ethic and weak management resulting to issues such as misused of fund, corruption, wasteful expenditure, under spending theft etc.

Research Methodology

This study is on library services as a determinant of librarians' job performance in federal university libraries in South-South, Nigeria. The study adopted a descriptive survey research design. All librarians in federal university libraries in South-South Nigeria, were used as the target population. The justification behind this choice is that, the researcher is interested in understanding the phenomenon and thereafter a generalization could be made. The breakdown of total of 98 librarians is shown in Table I below, and this number and variety are considered appropriate to achieve the purposes of this study.

Table 1: Population distribution table

S/N	Name of University	No. of Librarians
1	University of Benin	8
2	FUPRE	9
3	University of PortHarcout	23
4	University of Uyo	28
5	University of Calabar	18
6	FUO	12
	Total	98

Data collection and analysis

A self-constructed questionnaire and oral interview were used for data collection. A total of 98 copies of the questionnaire were distributed and 96 copies were returned and analyzed using descriptive statistics. A response criterion of 2.5 and above was accepted while below 2.5 is rejected.

Results /discussion of findings

Table 2

Extent of job performance of librarians in the area of public services

Rating keys: (VHE= Very High Extent, HE=High Extent, LE=Low Extent, VLE=Very Low Extent, SA=Strongly Agreed, A=Agree, D=Disagree, SD=Strongly Disagree)

S/N0.	Items	VHE	HE	LE	VLE	X	DECISION
1	Consultancy services	10	18	20	48	1.9	Rejected
2	Abstracting services	43	28	15	10	3.0	Accepted
3	Reference and information Services	40	33	18	5	3.0	Accepted
4	Indexing services	35	28	23	10	2.9	Accepted
5	Literature search	14	16	22	44	1.7	Rejected
6	Information media literacy	10	8	45	33	1.9	Rejected
7	Book editing	7	5	37	47	1.6	Rejected
8	Online internet services	42	36	12	6	3.1	Accepted
9	Translation services	15	8	33	40	1.9	Rejected
10	Book fare	20	14	23	39	2.1	Rejected
11	User education	35	28	18	15	2.8	Accepted
12	Selective dissemination of information (SDI) services	12	18	28	38	2.0	Rejected
13	Photocopy / Reprographic services	50	30	10	6	3.2	Accepted
14	Bibliographic services	11	18	35	32	2.0	Rejected

Table 2 above showed the mean rating of respondents on the extent of job performance of librarians in the area of public services. Result showed that all items in table 2 are services rendered in federal university libraries in South-South Nigeria. However the job performance of librarians in services such as abstracting, reference and information services, online internet services, user education, photocopy / reprographic services has higher mean ratings of 3.0, 3.0, 2.9, 3.1, 2. 8, 3.0 respectively, is high. On the other hand, librarians job performance in other services listed in the table, such as literature search, information media literacy, book editing, translation services, selective dissemination of information and bibliographic services is low, having lower mean rating of 1.9, 1.7, 1.9, 1.6, 1.9. 2.1, 2.0. Respondents agreed that, all the services listed in table above are expected to be carried out by the university library. This is in agreement with (L.R.C.N), Minimum Standards and Guidelines for Academic Libraries in Nigeria Draft

(2014) which stated that, the aforementioned duties/jobs are expected to be performed by librarians in university libraries.

Table 3: Extent of job performance of librarians in the area of library administration

S/N	Items	VHE	HE	LE	VLE	-X	DECISION
1.	Evaluates performance of Subordinates	45	29	14	8	3.0	Accepted
2.	Make plans for the units/dept under their charge	40	34	15	7	3.0	Accepted
3.	Send report to top level Management	38	42	9	7	3.0	Accepted
4.	Develops information policies	25	19	29	23	2.4	Rejected
5.	Execute overall plans of the library in line with the policies and directives of management	38	42	12	4	3.1	Accepted
6.	Able to motivate subordinates towards better performance	40	33	12	11	3.0	Accepted
7.	Able to exercise judgment and initiative in dealing with complex problems in the unit	20	17	38	21	2.3	Rejected
8.	Able to exercise initiative to develop and introduce enhancement to existing practices and procedures	45	38	8	5	3.2	Accepted
9.	Attends professional and management meetings	48	42	5	1	3.4	Accepted
10.	Participates in the formulation of library policies and programmes	38	42	10	6	3.1	Accepted

Table 3 above presents the results on the extent of job performance of librarians in the area of library administration. The results showed that all the items in Table 3 are services carried out by librarians in the area of library administration in federal university libraries in south-south, Nigeria. With Attends professional and management meetings, Evaluates performance of subordinates towards better performance, Able to exercise initiative to develop and introduce enhancement to existing practices and procedures, among others, having higher mean ratings of 3.4, 3.4, and 3.0, respectively. Conversely, the extent

of job performance of respondent on items such as, Develop information policies, Able to exercise judgment and initiative in dealing with complex problems in the unit is low with the mean rating of 2.4, 2.3. The results is in conformity with IGNOU (2017), which states that the job of responsibility of librarians as middle managers includes; carry out plans of the library in accordance with the policies and directives of the university management.

Table 4: Extent of job performance of librarians in the area of Technical Services

S/N	Items	VHE	HE	LE	VLE	- x	DECISION
1.	Does indexing services	38	30	19	9	2.9	Accepted
2.	Does bibliographical services	30	35	18	13	2.8	Accepted
3.	The professional librarian does documentation services	28	35	23	10	2.8	Accepted
4.	Creates information access tools	18	18	37	23	2.3	Rejected
5.	Catalogues and classify library materials	36	39	17	4	3.0	Accepted
6.	Does abstracting services	32	29	23	12	2.8	Accepted
7.	Does archiving services	30	84	42	17	2.7	Accepted
8.	Perform bindery services	33	29	26	8	2.8	Accepted
9	Does translation services	12	8	32	44	1.8	Rejected
10.	Compilation and maintenance of statistics	24	38	20	14	2.7	Accepted
11.	Does statistics data analysis services	7	11	30	48	1.7	Rejected
12.	Develops strategies to take advantage of technological in advancement libraries	29	33	20	14	2.7	Accepted

Result presented in Table 4 showed the mean rating of respondents regarding the extent of job performance of librarians in the area of technical services in federal university libraries in South- South, Nigeria. Result showed that the respondents have high job performance on items 1, 2, 4, 6, 7, 8, among others with mean ratings of 3.0, 2.9, 2.8, 2.8, 2.8, 2.7. This is because the mean ratings are above 2.50 set as criterion level for accepting an item. This means that the extent of job performance of librarians in the area of technical services is high. On the other hand, services such as Selective Dissemination of Information, Information Access Tool, Translation Services and Statistics Data Analysis Services, with mean rating of 2.4, 2.3, 1.8, and 1.7 were rejected because the mean rating fall below 2.50 set as criterion for accepting an item.

Table 5: Problems associated with under performance and decreased library services.

S/N0	Items	SA	A	D	SD	-X	DECISION
1	Poor management approach.	26	38	17	15	2.7	Accepted
2	Poor funding.	35	33	17	11	2.9	Accepted
3	Insufficient staff strength.	27	33	21	15	2.7	Accepted
4	Untrained staff.	38	24	14	20	2.7	Accepted
5	Lack of training opportunities.	29	24	22	21	2.6	Accepted
6	Lack of recognition of achievements.	26	28	25	17	2.6	Accepted
7	Indolence on the part of a staff.	32	33	21	12	2.9	Accepted
8	Lack of interpersonal skills among staff.	36	35	21	6	3.0	Accepted
9	Lack of adequate ICT facilities in the library.	36	32	22	8	3.0	Accepted
10	Management inability to make good policies.	27	41	18	10	2.8	Accepted
11	Luke warmness in implementing policies.	33	31	13	21	3'0	Accepted

Table 5 showed the mean rating of respondents regarding problems associated with under performance and decreased library services. Result showed that all the items in Table 5 are problems associated with under performance and decreased library services in federal university libraries in south-south, Nigeria. With lukewarmness in implementing policies, lack of interpersonal skills among staff, lack of ICT facilities in the library, indolence on the part of a staff, management inability to make good policies, insufficient staff strength, poor funding and poor management approach having higher mean ratings of 3.2, 3.0, 3.0, 2.9, 2.8 among others. The result agreed with the response of respondents during the interview who mentioned most of the items listed in the table 5 above as factors that hinders optimal job performance / decreased library services in the library. This corroborates Faling (2011), who pointed out that, setbacks in services delivery could be attributed to a pervasive poor work ethic

and weak management resulting to issues such as misused of fund, corruption, wasteful expenditure, under spending theft etc.

Conclusion

Library services as determinant of job performance of librarians in federal university libraries in South-South, Nigeria came out with the conclusion that, the six federal university libraries did not vary on their level of job performance. The study also discovered that apart from the usual library services which are also available in other types of libraries, those services which are exclusive to academic/university libraries, such as Literature Search services, Information Media Services, Book Editing services, Translation Services, Bibliographic Services which differentiate university libraries from other types of libraries and made it stand out as a research oriented library, are found not to be available. Other such services which are not available include Selective Dissemination of Information, Statistical Data Analysis, and Develop Information Policies services, among others. The noticeable trend of problems associated with the extent of job performance of librarians in the six states was in the area of poor funding, insufficient staff strength, lack of training opportunities and lack of adequate ICT facilities.

Recommendation

Based on the result gotten from the study, the following recommendations are made:

i. The state of available services and level of job performance of librarians in federal university library are indications of poor funding. Therefore it is recommended that the university, funding bodies and agencies should be adequately committed towards the provision of adequate funds for the smooth and efficient operation of university libraries.
ii. Also the university should recruit more staff; meanwhile, University Librarians (UL) / Librarians as management staff of the library should prioritize improved job performance by using available human and material resources.
iii. It is possible to improve the performance of librarians in federal university libraries in South-South Nigeria, only if the aforementioned difficulties are effectively resolved. This will enhance librarians' job performance and productivity in order to deliver services in an effective and efficient manner.

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