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STAFF MANAGEMENT STRATEGIES FOR JOB PERFORMANCE AMONG LIBRARY STAFF IN THE KADUNA STATE COLLEGE OF EDUCATION, GIDAN-WAYA

Augustine Boniface Yashim, CLN, MNIM
A.W. Ambi Library,
Kaduna State College of Education, Gidan-Waya
Ibrahim Ogbole, CLN, Pmgt
Strategic Information/ Heaith Information Unit,
Apin Public Health Initative,
Makurdi, Benue State
&
Yohanna Livingstone Peter, CLN
A.W. Ambi Library,
Kaduna State College of Education, Gidan-Waya

Abstract
In the Kaduna State College of Education, Gidan-Waya, the study's primary focus is on staff management techniques for job performance among library staff. The goal of the study is to find out how motivation, professional growth, and workplace harmony affect how well library workers do their jobs. Because there were only 47 library staff members, the study did not sample them. Questionnaires were used as the instrument for data collection, which was then analysed using descriptive statistics in SPSS version 23 to address the study topics. Each survey item must have a mean score of 2.5 in order to be considered genuine. According to the study's findings, professional growth was also found to be a very significant positive predictor of the motivation that affects job performance. Motivation has been shown to positively correlate with job performance. The study suggested that in order to improve the job performance of the library staff at Kaduna State College of Education, Gidan Waya, the relevant authorities should give priority to motivation, professional development opportunities through workshops, seminars, and additional coursework, inclusive leadership styles for workplace harmony, and performance evaluation as a feedback mechanism.

Keywords*: Staff Management, Strategies, Job Performance, College and Library*

Background to the Study

Because productivity is primarily based on the calibre of employees or library staff and the organization's capacity to develop them, human resources development is crucial to the growth of any library. In both industrial and organizational settings, the idea of staff management is frequently employed since it focuses on how employees are managed, guided, and given the tools they need to execute their jobs.

The terms "Staff Management," "Personnel Management," "Manpower Management," and "Human Resource Management" are used interchangeably. Employee management strategies are consciously thought out and deliberate actions are made by a library's administration to support a desired behaviour on the part of the staff. Staff management strategies are simply described by Aktouf (2012) as long-term planning that is meticulously created by management of organisations in order to achieve organisations' goals. Additionally, management of businesses develops modalities to encourage or reinforce workers for better or more efficient job performance. Promotion, a democratic leadership style, in-service training, proper infrastructure, industrial harmony, and discipline are only a few examples of such techniques. Therefore, it can be expected that any library staff member who experiences the influence of the aforementioned tactics will be compelled to give their all when performing their duties since they will enjoy the gratification of doing so. Therefore, the impact of these management practices on the job performance of the library staff at Kaduna State College of Education Gidan-Waya remains to be tools seen from this study.

In order to achieve an organization's or library's strategic aim, strategic management is viewed as a dynamic process of design, execution, evaluation, and control of strategies (Kazmi & Kazmi 2019). When managers make a conscious effort to affect the direction and pace of employees' behaviour, motivation as a management approach applies to all facets of individual behaviour. There are many methods for motivating employees, but in the context of this work, the techniques are restricted to ensuring that the library staff are safe and secure and promoting them when it is due. For the employees of the library to be motivated, they must be designed in such a way that they are committed to achieving both the institution's and the students' goals. Individual staff requirements and goals must therefore be satisfied. The main goals of colleges around the world are to advance knowledge via instruction, research, learning, and community service. We rely on the expertise of skilled and competent library personnel to successfully meet these goals. However, in addition to skills (qualification and competence), motivation

also affects the effectiveness of library workers (Ngu, 2012).

Posigha and Seimode (2015) claim that professional development activities in libraries are intended to help librarians advance both personally and professionally. Academic librarians' demand for ongoing knowledge and skill acquisition is satisfied through professional development in a way that neither formal schooling nor on-the-job training could. The "technology imperative"—the rapid technological development that characterises modern university libraries—and the fact that librarians share with other specialists the practice of being paid for both their knowledge and their work—serve as the driving forces behind this necessity.

According to Saka and Haruna (2013), job performance is the capacity to carry out legal obligations that are based on a person's area of expertise or areas for growth as well as the goals of an organisation. The cataloguing and classification of resources, the provision of reference services, the charging and discharging of materials to users, etc., are all jobs done in libraries. In a library, job performance is focused on not only satisfying the information needs of patrons but also serving as a foundation or standard for staff promotions. Therefore, staff development is the process of giving employees the abilities they need to do their jobs well. Staff development programmes (Ifidon & Ifidon, 2007) include simple orientation programs, scheduled visits, seminars and conferences, participatory management, internal training programs, formal professional library education, and short courses. The library workers at the Kaduna State College of Education, Gidan-Waya can only do their best work if they are motivated enough.

Statement of the Problem

Libraries are organizations, and as a result, staff management tactics for job performance are vital as well as necessary. What, therefore, is the cause of the poor performance of the library personnel that this researcher saw at Kaduna State College of Education, Gidan-Waya? Is there a gap in the tactics the college's management uses to manage the library staff? Are library employees actually driven to perform their duties? It is indeed concerning that the college's library staff produces so little work. Therefore, this situation represents the issue that the study set out to explore, utilizing management strategies including motivation, professional development, and proper provision of infrastructural facilities on library staff work performance in the Kaduna State College of Education, Gidan-Waya.

Objective of the Study

The following goals serve as the study's direction:

1. To find out how motivation affects the job performance of the library staff at Kaduna State College of Education Gidan-Waya.
2. To assess how professional development affects the job performance of the library personnel at the Kaduna State College of Education Gidan-Waya.
3. To determine the impact of labour peace on the productivity of the library staff at the Kaduna State College of Education, Gidan-Waya

Research Question

To direct the investigation, the following research questions are posed:

1. How much does the Kaduna State College of Education Gidan-Waya library staff's motivation impact work performance?
2. How much does Kaduna State College of Education Gidan-Waya library staff professional development impact job performance?
3. How much does the Kaduna State College of Education Gidan-Waya library staff's job performance depend on industrial harmony?

Review of Related Literature

Numerous studies have been carried out to determine the impact of staff management strategies on the job performance of library staff. In a related study, Onyeukwu & Ekere (2018) proposed that motivation is a combination of internal and external elements that piques people's interests and drives them to remain dedicated to a task, role, or subject while also making consistent efforts to achieve a goal. The level of effective job performance and the pleasure of the library employees are more influenced by internal and external factors than anything else. According to Bamgbose & Ladipo (2017), motivation is the process through which a learner directs their internal resources toward different objectives or things. According to him, motivation is an innate state that activates activity, gives it direction and energy, and then directs it toward behaviour that is goal-oriented.

Participants from the library staff highlighted a number of ways to enhance professional development, including making conferences and workshops mandatory for all staff categories, allocating a special annual budget for training activities, and ensuring that librarians attend workshops and conferences at least once each academic year (Posigha & Seimode 2015). Olaniyan and Ojo (2008) conducted a study to investigate the potential impact of employee training and development on organisational advancement. According to the study, in addition to holding workshops, conferences, and seminars for staff training and development, organisations should make training and retraining programmes

mandatory in order to fulfill their goals and objectives.

Ikonne (2015) asserts that using employee output as a management tool is intended to increase employee performance as a way to determine staff compensation, but not as a way to improve the connection between superiors and subordinates. Additionally, he mentioned how employee motivation and job performance could be impacted by one another. The cataloguing and classification of resources, the provision of reference services, the charging and discharging of materials to users, etc., are all jobs done in libraries. Meeting user information demands is a primary focus of job performance in a library, which also serves as a benchmark or criterion for staff promotions. According to Asamu (2013), if performance evaluation is carried out appropriately and logically, the organisation may be able to influence its employees to pursue their goals. Additionally, performance evaluation tries to inspire employees by giving them enough tasks and responsibilities in relation to the organisational goals for the company. Workplace features like skill diversity, task relevance, and task identity result in psychological situations that boost motivation, performance, and job satisfaction (Lilin, 2018). Understanding the relationship between overall job happiness, motivation, and productivity is crucial.

Promotions, pay increases, effective staff communication, awards, participative management, and staff development are just a few ways that management can encourage employees to work effectively. It is believed that highly motivated employees perform better, which increases production (Saka & Haruna, 2013). According to Toyin & Olubunmi (2018), the psychological consequences of job content, matching tasks to individual needs, appropriateness of incentive systems, and use of performance appraisal and compensation evaluation are increasingly significant areas of management concern resulting from the review. Again, management must develop strategies to guarantee that workers feel treated with respect and dignity. Management should be more involved at work to encourage a culture that values teamwork, peace at work, and dedication to one's job (Obi, 2014).

According to Odia and Omofonmwan (2017), industrial harmony increases labour productivity, which raise achievement levels in our educational system. It fosters a tranquil workplace that is supportive of tolerance, communication, and other non-strike methods of settling labour or industrial conflicts in Nigeria, such as negotiation, mediation, arbitration, conciliation, litigation, or court adjudication. High levels of employee satisfaction are produced as a result. The literature evaluation focused on the effects of motivation, professional growth, and workplace harmony on the job performance of library employees. The review

found that the job performance of library employees was influenced by motivation, professional growth, and workplace harmony. The literature analysis, however, reveals that related studies are carried out both inside and outside of Nigeria. They frequently rely on factors like employee motivation and benefits, staff professional development, availability of infrastructure, and a positive work environment, among others, but they almost always leave out democratic leadership style, workplace harmony, and staff discipline. Therefore, this study's goal is to close this gap and advance our understanding of the subject.

Methodology

The study used the survey method. 47 staff members make up the study's population, which was not sampled because it was manageable and actual. This is consistent with Afolabi's (1999) claim that a researcher can include the entire population in a study provided it is manageable, accessible to study subjects, and won't pose any financial issues. A questionnaire was used to collect primary data, and it was given to the Kaduna State College of Education's library employees. To address the research topics, all completed questionnaires were received and analysed using descriptive statistics in SPSS v.23. Every item on the questionnaire must have a mean score of 2.5 in order for it to be recognised as genuine; any mean score below 2.50 is regarded as invalid.

Data Analysis and Discussion

Table 1: Motivation on Library Staff Job Performance in Kaduna State College Of Education.

S/N	Statement	SA	A	D	SD	Total	Mean	Decision
1	Regular promotion motivates library staff in job performance.	20 (43%)	15 (32%)	5 (11%)	7 (15%)	47	3.0213	Accepted
2	Prompt payment of salaries motivates library staff in job performance	12 (26%)	18 (38%)	10 (21%)	7 (15%)	47	2.8085	Accepted
3	Financial benefits of library staff improve job performance effectiveness	17 (36%)	21 (45%)	4 (9%)	5 (11%)	47	3.0213	Accepted
4	Rewarding of hard working motivate library staff in job performance.	30 (64%)	14 (30%)	3 (6%)	0 (0%)	47	3.4255	Accepted
5	Welfare packages of library staff motivates job performance	40 (85%)	4 (9%)	2 (4%)	1 (2%)	47	3.3404	Accepted

Note: SA, strongly agree; A, agree; D, disagree; SD, strongly disagree

Table 1 reports the perceptions of the respondents regarding different types of motivations. From the analysis all the items scored a mean value 2.5, indicating that motivation has significant influence on job performance of library staff.

Table 2: Professional Development on Library Staff Job Performance in KSCOE

S/N	Items/Description	SA	A	D	SD	Total	Mean	Decision
1	Training and Re-training of library staff enhancing professional development of job performance	6 (13%)	23 (49%)	10 (21%)	8 (17%)	47	2.5745	Accepted
2	Study/fellowship for further studies enhances capacity building and job performance of library staff	12 (26%)	26 (55%)	8 (17%)	1 (2%)	47	3.0426	Accepted
3	Attending of conference/ workshops and seminars of the library staff improve job performance	18 (38%)	17 (36%)	8 (17%)	4 (9%)	47	3.0213	Accepted
4	Orientation courses for library staff enhance professional development	21 (45%)	8 (17%)	10 (21%)	8 (17%)	47	2.8936	Accepted
5	Professional development of library staff precipitates the growth of KSCOE and staff job performance s	12 (26%)	22 (47%)	7 (15%)	6 (13%)	47	3.1702	Accepted

Table 2 above shows that all areas of professional development which could influence job performance were accepted; having scored a mean value of more than 2.5, this indicates that professional development has significant influence on job performance of Library staff.

Table 3: Industrial Harmony and its influence on Library Staff Job Performance in KSCOE

S/N	Items/Description	SA	A	D	SD	Total	Mean	Decision
1	Cordial relationship between employers and employees improver job performance	14 (30%)	20 (43%)	10 (21%)	3 (6%)	47	2.9362	Accepted
2	Management cooperation with unions on establishing procedures for negotiations for job performance.	18 (38%)	21 (45%)	5 (11%)	3 (6%)	47	3.1277	Accepted
3	Effective communication system between employers and employees enhancing job performance of library staff	10 (21%)	27 (57%)	6 (13%)	4 (9%)	47	3.2766	Accepted
4	Good working environment improve industrial harmony of library staff for job performance	20 (43%)	18 (38%)	4 (9%)	5 (11%)	47	3.0851	Accepted
5	Failure to implement agreements reached union and managements of KSCOE negatively staff job performance.	30 (64%)	12 (26%)	3 (6%)	2 (4%)	47	3.5532	Accepted

From table 3 above it shows respondent opinion on industrial harmony. From the

analysis all statements scored above mean value of 2.5, indicating that industrial

harmony have significant influence on job performance of library staff.

Table 4: Parameter Estimate for ordinal regression analysis

							95% Confidence Interval	
		Estimate	Std. Error	Wald	df	Sig.	Lower Bound	Upper Bound
Threshold	[Mlsjp = 2.40]	13.276	4.417	9.035	1	.003	4.619	21.932
	[Mlsjp = 2.60]	15.379	4.463	11.876	1	.001	6.632	24.126
	[Mlsjp = 2.80]	15.832	4.490	12.433	1	.000	7.032	24.632
	[Mlsjp = 3.00]	16.615	4.547	13.350	1	.000	7.702	25.527
	[Mlsjp = 3.20]	17.610	4.626	14.493	1	.000	8.544	26.677
	[Mlsjp = 3.40]	19.603	4.762	16.949	1	.000	10.271	28.935
	[Mlsjp = 3.60]	20.667	4.816	18.418	1	.000	11.229	30.106
Location	Pd	2.476	.791	9.795	1	.002	.925	4.027
	Inharm	1.120	.799	1.965	1	.161	-.446	2.685

Link function: Logit.

According to the study, the ordinal regression coefficient "r" can be easily understood as the change in log chances of being in a higher category or group on the predictor variables per unit increase in the independent variable. As a result, the following is stated in order to address the study questions:

1. According to the parameter estimate table, the motivation of library staff is a strong predictor of job performance and statistically significant (p 0.05) with an estimate of increased log odds ranging from 13.00 to 20.667, showing a positive relationship with job performance.
2. Professional development (Pd) was another highly important predictor of the drive that influences work performance. There is a predicted increase of 2.476 in the likelihood of having stronger motivation for job performance for every unit increase in staff professional development. This indicates that the growth in staff professional development is a direct outcome of the

motivation that pushed employees to do better on the job.

3. Industrial harmony (in harm) was not a highly reliable indicator of employee motivation. However, there is a predicted value of 1.120 in the log odds of having a greater degree of motivation for job performance for every unit rise in industrial harmony. This shows that the productivity of the library staff at Kaduna State College of Education is affected by how happy they are at work.

Discussion of findings

In the first research question, it was determined whether or not library staff motivation in Kaduna State College of Education, Gidan-Waya, affected their work performance. The results showed a positive correlation between motivation and job performance. The results supported those of Onyeukwu & Ekere (2018), who found that internal and external influences increase people's desire and energy to be consistently engaged in and devoted to a job, role, or subject, as well as to put up consistent effort toward achieving a goal. The workers in the library at Kaduna State College of Education, Gidan-Waya, are very motivated, which helps them do their jobs well.

In a similar vein, study question 2 looked to see if work performance was impacted by staff members' professional growth. The motivation that influences job performance was also found to be significantly positively predicted by professional development (Pd). There is a predicted increase of 2.476 in the likelihood of having stronger on-the-job motivation for work performance for every unit increase in staff professional development. This indicates that a comparable rise in staff professional development is what gave employees the drive to improve their job performance. In their study from 2015, Posigha and Seimode found that professional development activities were a constant way to learn new information and skills that could not be Also, a look at Table 3 shows that there is a lot of agreement between work performance and work harmony. This is clear from the fact that the average answer to all five of the survey's questions (1–5) about how labour peace affects the job performance of library staff was "strongly agree." This gave the survey a mean score above the threshold for acceptance. This result is consistent with that of Obi (2014), whose study on labor-management relations found that industrial harmony ensures a friendly relationship between management and staff, which improves employees' performance on the job. The results concur with those of Odia and Omofonmwan (2017), who claimed that industrial harmony increases labour productivity, which in turn improves performance. Industrial harmony fosters a tranquil workplace

that is favourable to respect, communication, and other non-strike methods of settling labour or industrial conflicts, like negotiation and mediation. According to this observational study, the management of KSCOE library must regularly engage with personnel in order to promote workplace harmony and peace and to improve staff productivity.

Conclusion

Based on the results of the study, the researcher came to the conclusion that organisations like Kaduna State College of Education benefit from the effective adoption of staff management strategies like motivation, professional development, and industrial harmony because these strategies have a positive effect on the job performance of the staff.

Recommendations

The following recommendations were made in light of the study:

1. Prioritizing motivation has been discovered to be a component of high job performance. In order for the library and Kaduna State College of Education, Gidan-Waya, to reach their goals, the management should keep motivating the workers and giving them a desire to work.
2. Sponsor in-service training for library staff members; study fellowships with compensation; seminars; workshops; and symposiums, among other things, are all effective management strategies that improve library staff members' job performance and should, therefore, be given priority by the college management authorities.
3. The Kaduna State government and the college administration should make sure that there is industrial harmony and a calm workplace atmosphere that promotes tolerance, communication, and other methods of resolving disputes and improving job performance.
4. To encourage others to give their best efforts, the college administration should recognise the excellent services provided by library workers and award them accordingly before they depart.

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