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# PROFESSIONAL DEVELOPMENT AS A CORRELATE OF JOB PERFORMANCE OF LIBRARIANS IN THE STATE POLYTECHNICS IN NORTH CENTRAL, NIGERIA

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## **Abstract**

*The study correlated professional development and job performance of librarians in the State Polytechnics in North Central, Nigeria. The study adopted correlational survey with the population of 32 which comprised of the librarians in the State owned Polytechnics in North Central, Nigeria. The entire population was studied. The study adopted structured questionnaire and the data collected were analyzed using frequency, mean and standard deviation with the aid of SPSS version 23. The study revealed that, major professional development programmes provided to librarians in State Polytechnic in North Central, Nigeria are on-the job training, professional conferences, in-service training, professional workshops and continuing education. Others are Induction, Orientation, and Off-the-job training. The job performance of professional librarians is high. professional development has positive impact on the job performance of librarians in the State Polytechnics in North Central, Nigeria. The major challenges of providing professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria are, Inadequate funding to support career development, Lack of technological know-how or skills, Lack of personnel management policy, and Inadequate infrastructural facilities. On the other hand, poor organizational climate in the library, reluctance by the management to train staff, lack of complete senior management support as the major challenges affecting the provision of professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria. The study recommended that, polytechnic libraries' management should liaise with their parent institutions to provide adequate fund for professional development, endeavour to sponsor their librarians to both national and international conference, workshops and seminars, among others. **Keywords:** Professional Development, Job Performance, Librarians, Polytechnics, North Central, Nigeria*

## **Introduction**

Professional development in polytechnic libraries is attractive more and more significant among researchers and practitioners as libraries attempt to come to terms with competitiveness and enhanced productivity, having accepted career management as an approach in human capital development in dynamic environment, most especially in this digital era where Internet is competing with the libraries. Effective Professional development in polytechnic libraries will be advantageous to the library management and even the patrons. Polytechnic Libraries are becoming more and more involved in seeking and taking advantage of opportunities to improve their professional skills and increase their effectiveness in job performance.

Polytechnic libraries are libraries attached to polytechnic institution for the purpose of providing information resources and services to meet the teaching, learning and research objectives of the polytechnic. According to Onaolapo (2016) polytechnic libraries play crucial parts in the sustenance and improvement of the teaching, learning and research activities of their parent institutions. They link the gap between the enormous information resources available in different disciplines and polytechnics through their services. This implies that polytechnic libraries support the overall academic activities of the polytechnic through adequate provision of information resources and services to polytechnic community. Polytechnic libraries are storehouses of information resources of any format purposely selected, acquired, organized, preserved and disseminated for use to the staff and students of the polytechnic institutions. Polytechnic libraries represent the polytechnic's sole mechanism capable of infecting the totality of knowledge to their patrons (Ogbodo, 2011). Scholars have agreed over the years that no matter the sophistication of any type of library in terms of structure, technological facilities and information resources, effective service delivery is impossible without adequate training and development of the professionals who use the various resources in the libraries for effective service delivery.

Professional development is a process of acquiring knowledge, skills and attitudes that are necessary for employee effectiveness and efficiency towards achieving organizational goals and objectives. Gatti, Angel-Urdinola, Silva, and Bodor (2011) defined professional development as any program aimed at helping employees gain specific skills and knowledge. The learned knowledge and skills are provided to assist employees in improving their job performance. According to Abbas (2016) professional development is therefore regarded as one of the most important functions of effective resource management and service delivery, which directly impact on their job performance. While justifying the overall significant of professional development in libraries, Agada and Tofi (2020) postulated that, Untrained staff has less or no contribution to the development of organization and make organization unable to achieved its goals and objectives. This scenario may cause job dissatisfaction and bring about poor performance like lateness to work, absenteeism, among others. The consequence of this is that library personnel may be unable to perform their duties such as charging and discharging of books, references services, bibliographic services, application of the latest technologies and tools for information delivery among others. This implies the job performance of library professional is tied to the extent of training and development provided to them.

Job performance is a result of skills, either natural or acquired, that employee-owned. Job performance is defined as a result of three factors together are: skill, effort, and the nature of working conditions, including the skills, knowledge, abilities and competencies that an individual brings to the Organization (Al-Hawary & Alajmi, 2017). Similarly, job performance as defined by Robbins & Wiersema (2015) is the better use of the available human and material resources to achieve the organization's objectives, sustainability and maintain competitive advantage. Either Daft (2017) describes job performance as individual's ability to achieve the Organization's goals

through optimal use of available resources in an efficient and effective manner. This implies that job performance in polytechnic libraries entails the ability of staff to provide effective information resources and services to meet the information needs of the user community.

From the forgoing, the job performance of librarians can be measured through the extent of information resources and services provided to her user community which are primarily staff and students of the polytechnic. Since no one gives what he/she do not have, effective service delivery among professional can only be possible through proactive professional development programmes such as in-house training, on the job training, job rotation, attending conferences, seminar, workshops among others. According to Agbo (2015) professional training and development programmes provided to library staff are Conferences, Seminar, Workshops/Symposia, On-the-job Training, Induction/Orientation, Job rotation, In-service training programmes, Study leaves and fellowship, and Visit to other libraries among others. professional development has the potentials to equip library staff with the adequate skills and competence needed to meet the 21<sup>st</sup> century information needs of users. For polytechnic libraries and librarians to survive the digital wave and still remain relevant, there must possess adequate knowledge and skills which can only be acquired through proactive professional development.

It is from the forgoing, that this study seeks to examine whether professional development has any correlation with the job performance of Librarians in the state polytechnics in North Central, Nigeria, where no similar study has been conducted to the best knowledge of the researchers.

### **Purpose of the study**

The main purpose of the study is to correlate professional development and job performance of librarians in the State Polytechnics in North Central, Nigeria. Specifically, the study seeks to:

1. Examine the professional development programmes provided to librarians in the State Polytechnics in North Central, Nigeria.
2. Ascertain the job performance of librarians in the State Polytechnics in North Central, Nigeria.
3. Examine the impact of professional development on the job performance of librarians in the State Polytechnics in North Central, Nigeria.
4. Determine the challenges affecting the provision of professional development programmes to librarians in the State Polytechnics in North Central, Nigeria.
5. Proffer strategies to enhance the provision of professional development programmes to librarians in the State Polytechnics in North Central, Nigeria.

### **Research Questions**

The following research questions guided the study:

1. What are the professional development programmes provided to librarians in the State Polytechnics in North Central, Nigeria?
2. What are the job performance indicators of librarians in the State Polytechnics in North Central, Nigeria?
3. What are the impacts of professional development on the job performance of librarians in the State Polytechnics in North Central, Nigeria?
4. What are the challenges affecting the provision of professional development programmes to librarians in the State Polytechnics in North Central, Nigeria?

5. What are the strategies employed to enhance the provision of professional development programmes to librarians in State Polytechnics in North Central, Nigeria?

### **Literature Review**

The professional development programmes provided in libraries are professional conferences, seminars, workshops, on-job training, distance and open education, job rotation from section to section in the library, lectures among others. Agbo (2015) in a study identified professional training and development programmes provided to library staff are Conferences, Seminar, Workshops/Symposia, On-the-job Training, Induction/Orientation, Job rotation, In-service training programmes, Study leaves and fellowship, and Visit to other libraries as the major professional development programmes provided in the libraries. Similarly, Ojowhoh (2016) found out that most of the library staff studied received training and development through seminars and workshops, orientation courses, in-service and induction courses and regular programmes.

In the library parlance, job performance indicators are punctuality, ability to meet the information needs of users effectively, competence in the use of digital technologies for effective service delivery, provision of effective reference services, proactive and aggressive user education, proper shelving and regular shelf-reading among others. Bello (2017) stated that the indicators of job performance among librarians are meeting job requirement, adequate planning of service delivery, meeting deadlines, prioritize service delivery which should be user centered among others. Similarly, Komolafe and Gbotosho (2019) identified punctuality, level of efficiency, reliability under pressure, ability to solve problem at hand with little or no stress, job commitment, ability to perform official duties with less fatigue, ability to combine professional, technical and administrative work together, and ability to perform library work effectively without any pressure

among others as the indicators of job performance. The authors found out that the job performance of librarians studied was high.

Studies have showed that professional development is properly implemented has the potentials to impact positively on the job performance of librarians. Agada & Tofi (2020) found out that professional development and training has great influence on job performance of library personnel in the university libraries in Nasarawa State. this implies that professionals who acquired training tend to perform better than others who did not. Similarly, Kingsley (2012) found out in his study that Professional training and development is a motivational factor which enhances librarians towards their job by which librarians become proficient in their job and become able to give better result in terms of information services. According to Agbo (2015) found out that provision of professional development gives staff sense of belonging in the running of the library; it results to improved efficiency; there is recognition from other organization; it provides for a skilled workforce; it gives confidence in the workers; it brings over working of the staff; it provides opportunities for staff growth and career development; and encourages collaboration with colleagues. In a study, Yaya (2018) found out that effective professional development of librarians would greatly enhanced librarians' job performance in the university libraries. This simply implies that for improved job performance among librarians, professional development is indispensable. Godwin, Adeniran & Jamogha (2020) found out that staff training and development have influence on the job performance of library staff in selected university libraries studied as staff training and development enhances employee's morale in my library, make employees more eligible for promotion in my library, increase staff's productivity, helps library employees to assume control over their jobs and so on.



Despite the above benefits and positive impacts of professional development on the job performance of librarians; its success in the libraries has been inhibited by challenges such as inadequate funding, lack of or incomprehensible human resource development policy, non-challant attitude of librarians towards professional development, lack of interest of professional development among library management among others. Daship (2013) found out that the challenges affecting the provision of professional development programmes for enhanced job performance among librarians are provision of inadequate professional training, inadequate professional development policy, unconducive working environment and poor salary and remuneration among others. Similarly, Agbo (2015) identified lack of fund, personal financial constraints, lack of time, lack of sponsored programmes, lack of training facilities, and absence of promotion after participation as the major challenges affecting professional development from improving the job performance of librarians.

Certain strategies if proactively implemented has the potentials to enhance the impacts of professional development on the job performance of librarians; these are adequate funding, sponsorship of librarians to national and international professional conferences, workshop and seminars to update their knowledge, conducive working environment, high salary and other incentives, positive attitude towards professional development among librarians and library management. Daship (2013) found out that the strategies to enhance professional development for improved job performance among librarians are effective communication between and among professional staff in the library, provision of adequate professional development to staff, provision of conducive working conditions, high salary and other incentives and formulation of comprehensive policy on professional development among others. Similarly, Igbokwe (2011) found out that, high salary structure, adequate provision of professional training and development,

conducive working environment, and concrete job description are the strategies that can enhance the job performance of librarians.

It is worthy of note that in the course of the review of related literature; empirical studies were identified and reviewed. However, though much studies have been conducted on professional development and job performance of librarians, most of the studies were carried out in University libraries, little or no attention have been given to polytechnic libraries. This is the gap in literature that the present study seeks to fill.

### **Methodology**

A correlational survey was adopted for the study. A correlational survey is the type of survey research design that seeks to establish what relationship exists between two or more variables (Nworgu, 2015). Usually, such studies indicate the direction and magnitude of the relationship between the variables. This method was considered appropriate for the study because the study seeks to establish a relationship between professional development and job performance of librarians in the State Polytechnics in North Central, Nigeria. The population of the study comprised of the entire professional librarians in the State Polytechnics in North Central, Nigeria. Total enumeration technique was used to study the entire population since the population was small, accessible and manageable. Thus the entire 32 professional librarians were studied. The study used structured questionnaire to elicit information from the study. The Questionnaire was divided into two parts. Part A focused on the demographic information of the respondents, while Part B, focused on answering the research questions that guided the study. Data collected was analyzed using frequency, mean and standard deviation.

### **Results**

Data collected from the field through questionnaires were analyzed and presented for clarity and maximum understanding. A total of 32 (100%) of the professional librarians responded to the survey.

**Table 1: Gender Distribution of Respondents**

Gender	Frequency	Percentage
Male	18	56.2%
Female	14	43.8%
<b>Total</b>	<b>32</b>	<b>100%</b>

From the result above, out of 32 professional librarians studied; 18(56.2%) were male while 14(43.8%) were female.

**Table 2: Mean Response of professional development programmes provided to librarians in the State Polytechnics in North Central, Nigeria**

S/N	Professional development	HP	MP	LP	NP	Mean	St. D	Remark
1	On-the-job training	20	12	0	0	3.63	0.49	Accepted
2	Professional conferences	19	13	0	0	3.59	0.50	Accepted
3	In-service training	12	19	1	0	3.34	0.55	Accepted
4	Professional workshops	12	18	2	0	3.31	0.59	Accepted
5	Continuing education	11	20	1	0	3.31	0.54	Accepted
6	Induction	9	23	0	0	3.28	0.46	Accepted
7	Orientation	10	21	1	0	3.28	0.52	Accepted
8	Professional seminar	8	24	0	0	3.25	0.44	Accepted
9	Off-the-job training	7	19	6	0	3.03	0.65	Accepted

Results above showed that the major professional development programmes provided to librarians in State Polytechnic in North Central, Nigeria are on-the job training, with 3.63 mean score; professional conferences, with 3.59 mean score; in-service training, with 3.34 mean score; professional workshops, with 3.31 mean score, having same mean score with continuing education. Others are Induction, with 3.28 mean score, having same mean score with Orientation. The least is Off-the-job training, with 3.03 mean score.

**Table 3: Mean Response of job performance of librarians in the State Polytechnics in North Central, Nigeria**

S/N	Items	SA	A	D	SD	Mean	St. D	Remark
1	Punctuality	18	13	1	0	3.53	0.57	Accepted
2	Job commitment	17	15	0	0	3.53	0.51	Accepted
3	Effective reference and information services	17	15	0	0	3.53	0.51	Accepted
4	Ability to combine professional, technical and administrative work together	17	15	0	0	3.53	0.51	Accepted
5	Effective charging and discharging of resources	16	16	0	0	3.50	0.51	Accepted
6	Ability to perform official duties with less fatigue	16	16	0	0	3.50	0.51	Accepted
7	Effective serial management	17	13	1	1	3.44	0.72	Accepted
8	Online library service delivery to users	14	18		0	3.44	0.50	Accepted
9	Ability to perform library work effectively without any pressure	12	20	0	0	3.38	0.49	Accepted
10	Effective cataloguing and classification of resources	14	15	1	2	3.28	0.81	Accepted

Results above showed that job performance of professional librarians is high as the indicators of job performance scored high mean. The major job performance indicators are Punctuality, with 3.53 mean score, having same mean score with other indicators such as Job commitment; effective reference and information services; and Ability to combine professional, technical and administrative work together. Other indicators of job performance with high mean score are effective charging and discharging of resources, with 3.50 mean score having same mean score with ability to perform official duties with less fatigue. Also, effective serial management with 3.44 mean score had same mean score with Online library service delivery to users. The least indicators of job performance from the responses are Ability to perform library work effectively without any pressure, with 3.38 mean score; and Effective cataloguing and classification of resources, with 3.28 mean score.

**Table 4: Mean Response of impact of professional development on the job performance of librarians in the State Polytechnics in North Central, Nigeria**

S/N	Items	SA	A	D	SD	Mean	St. D	Remark
1	Helped me to serve library users better	22	10	0	0	3.69	0.47	Accepted
2	Updated my knowledge on ICT	19	13	0	0	3.59	0.50	Accepted
3	professional development helps me to effectively meet the information needs of library users.	18	14	0	0	3.56	0.50	Accepted
4	professional development enables me to identify, analyze and take critical decision that would enhance my productivity in the library.	18	13	1	0	3.53	0.57	Accepted
5	Helps me to serve my users using modern technology	15	17	0	0	3.47	0.51	Accepted
6	professional development equip me with adequate skills to understand the information needs of my users	15	17	0	0	3.47	0.51	Accepted
7	professional development enables me to be more productive in this information age	13	18	1	0	3.41	0.50	Accepted
8	It enables me to provide up-to-date information to users	13	18	1	0	3.38	0.55	Accepted
9	professional development makes me more competent to serve users	11	21	0	0	3.34	0.48	Accepted
10	professional development equips me with internet literacy skills	11	21	0	0	3.34	0.48	Accepted

The results above show that professional development has positive impact on the job performance of librarians in the State Polytechnics in North Central, Nigeria. The major impacts are; Helped me to serve library users better, with 3.69 mean score; Updated my knowledge on ICT, with 3.59 mean score; professional development helps me to effectively meet the information needs of library users, with 3.56 mean score; professional development enables me to identify, analyze and take critical decision that would enhance my productivity in the library, with 3.53 mean score; helps me to serve my users using modern technology, with 3.47 mean score, having same mean score with professional development equip me with adequate skills to understand the information needs of my users; professional development enables me to be more productive in this information age, with 3.41 mean score. The least impact of professional development on the job performance of librarians in the State Polytechnics in North Central, Nigeria are professional development

makes me more competent to serve users, with 3.34 mean score, having same mean score with professional development equips me with internet literacy skills.

**Table 5: Mean Response of challenges affecting the provision of professional development programmes to librarians in State Polytechnics in North Central, Nigeria**

S/N	Items	SA	A	D	SD	Mean	St. D	Remark
1	Financial constraint	13	14	5	0	3.25	0.72	Accepted
2	Inadequate funding to support career development	8	17	7	0	3.03	0.69	Accepted
3	Lack of technological know-how or skills	6	19	7	0	2.97	0.65	Accepted
4	Lack of personnel management policy	3	17	8	4	2.59	0.84	Accepted
5	Inadequate infrastructural facilities	4	13	12	3	2.56	0.84	Accepted
6	Poor organizational climate in the library	5	9	14	3	2.47	0.92	Rejected
7	Reluctance by the management to train staff	5	4	23	0	2.44	0.76	Rejected
8	Lack of complete senior management support	2	12	16	2	2.44	0.72	Rejected

From the results above, the major challenges affecting the provision of professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria are Financial constraint, with 3.25 mean score; Inadequate funding to support career development, with 3.03 mean score; Lack of technological know-how or skills, with 2.97 mean score; Lack of personnel management policy, with 2.59 mean score; and Inadequate infrastructural facilities, with 2.56 mean score. On the other hand, the respondents rejected Poor organizational climate in the library, with 2.47 mean score; Reluctance by the management to train staff, with 2.44 mean score, having the same mean score with Lack of complete senior management support as a major challenges affecting the provision of professional development programmes to improve job performance of librarians in State Polytechnic in North Central, Nigeria.

**Table 6: Mean Response of strategies to enhance the provision of professional development programmes to librarians in State Polytechnics in North Central, Nigeria**

S/N	Items	VA	A	LA	NA	Mean	St. D	Remark
1	Constant training of staff	20	12	0	0	3.63	0.49	Accepted

2	Provision of adequate management support for professional development of their staff	16	13	3	0	3.41	0.67	Accepted
3	Provision of adequate funds	15	15	0	2	3.34	0.79	Accepted
4	Adequate personnel training	14	16	1	1	3.34	0.70	Accepted
5	Provision of conducive organizational climate in the library	13	18	0	1	3.34	0.65	Accepted
6	Provision of adequate infrastructural facilities for professional development	13	18	0	1	3.34	0.65	Accepted
7	Availability of personnel management policy	14	13	3	2	3.22	0.87	Accepted
8	Meritocracy in appointment	11	16	3	2	3.13	0.83	Accepted

The result above showed that the major strategies to enhance the provision of professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria are constant training of staff, with 3.63 mean score; Provision of adequate management support for professional development of their staff, with 3.41 mean score; Provision of adequate funds, with 3.34 mean score, having same mean score with Adequate personnel training; Provision of conducive organizational climate in the library; and Provision of adequate infrastructural facilities for professional development. other strategies are Availability of personnel management policy, with 3.22 mean score; and Meritocracy in appointment, with 3.13 mean score.

### **Discussion of the Findings**

The findings revealed that, major professional development programmes provided to librarians in State Polytechnics in North Central, Nigeria are on-the job training, professional conferences, in-service training, professional workshops, continuing education. Others are Induction, Orientation, and Off-the-job training. The finding is in accordance with that of Agbo (2015) who found out that the professional training and development programmes provided to library staff are Conferences, Seminar, Workshops/Symposia, On-the-job Training, Induction/Orientation, Job rotation, In-service training programmes, Study leaves and fellowship, and Visit to other libraries among others.

The findings revealed that, the job performance of professional librarians is high. However, the major job performance indicators are Punctuality, Job commitment; effective reference and information services; and Ability to combine professional, technical and administrative work together, effective charging and discharging of resources, ability to perform official duties with less fatigue, effective serial management Online library service delivery to users; Ability to perform library work effectively without any pressure, and Effective cataloguing and classification of resources. This finding corresponds with that of Komolafe and Gbotosho (2019) who found out that the job performance of librarians studied was high. Komolafe and Gbotosho (2019) also identified punctuality, level of efficiency, reliability under pressure, ability to solve problem at hand with little or no stress, job commitment, ability to perform official duties with less fatigue, ability to combine professional, technical and administrative work together, and ability to perform library work effectively without any pressure among others as the indicators of job performance among the librarians studied.

The findings revealed that, professional development has positive impact on the job performance of librarians in State Polytechnic in North Central, Nigeria. The major impacts are Helped me to serve library users better, Updated my knowledge on ICT, professional development helps me to effectively meet the information needs of library users, professional development enables me to identify, analyze and take critical decision that would enhance my productivity in the library, helps me to serve my users using modern technology, professional development equip me with adequate skills to understand the information needs of my users; professional development enables me to be more productive in this information age, professional development makes me more competent to serve users, and professional development equips me with internet literacy skills. This finding is in accordance with that of Agada & Tofi (2020) who found out that



professional development and training has great positive impacts on the job performance of library personnel in the university libraries in Nasarawa State. The findings also correspond with that of Kingsley (2012) who found out in his study that Professional training and development is a motivational factor which enhances librarians towards their job by which librarians become proficient in their job and become able to give better result in terms of information services.

The findings revealed that, the major challenges affecting the provision of professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria are Financial constraint, Inadequate funding to support career development, Lack of technological know how or skills, Lack of personnel management policy, and Inadequate infrastructural facilities. On the other hand, the respondents rejected Poor organizational climate in the library, Reluctance by the management to train staff, Lack of complete senior management support as a major challenges affecting the provision of professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria. the finding is in accordance with that of Daship (2013) who found out that the challenges affecting the provision of professional development programmes for enhanced job performance among librarians are provision of inadequate professional training, inadequate professional development policy, uncondusive working environment and poor salary and remuneration among others.

The findings also revealed that, the major strategies to enhance the provision of professional development programmes to improve job performance of librarians in the State Polytechnics in North Central, Nigeria are constant training of staff, Provision of adequate management support for professional development of their staff, Provision of adequate funds, Adequate personnel training; Provision of conducive organizational climate in the library; and Provision of adequate infrastructural facilities for professional development. other strategies are

Availability of personnel management policy, and Meritocracy in appointment. This finding further validates that of Daship (2013) who found out that the strategies to enhance professional development for improved job performance among librarians are effective communication between and among professional staff in the library, provision of adequate professional development to staff, provision of conducive working conditions, high salary and other incentives and formulation of comprehensive policy on professional development among others. also, it corresponds with that of Igbokwe (2011) who found out that, high salary structure, adequate provision of professional training and development, conducive working environment, and concrete job description are the strategies that can enhance the job performance of librarians.

### **Conclusion**

The study examined the correlation between professional development and job performance of librarians in the State Polytechnics in North Central, Nigeria. Based on the findings of the study, we concluded that, professional development programmes are adequately provided to professional librarians in the State Polytechnics in North Central, Nigeria, which led to high job performance among the librarians. It was also concluded that professional development has positive impacts on the job performance of librarians in the State Polytechnics in North Central, Nigeria. as regards the challenges, the study concluded that, Financial constraint, Inadequate funding to support career development, Lack of technological knowhow or skills, Lack of personnel management policy, and Inadequate infrastructural facilities are the major challenges affecting the provision of professional development for enhanced job performance among librarians in the State Polytechnics in North Central, Nigeria. finally, it was concluded that, constant training of staff, Provision of adequate management support for professional development of their staff, Provision of adequate funds, Adequate personnel training; Provision of conducive

organizational climate in the library; and Provision of adequate infrastructural facilities for professional development are the strategies which has the potentials to enhance the provision of professional development for improved job performance among librarians.

## **Recommendations**

The study made the following recommendations:

1. The library management should liaise with the parent institution to provide adequate fund for professional development
2. The library management should endeavour to sponsor their librarians to both national and international conferences, workshops and seminars
3. The library management should also endeavour to acquire and install adequate infrastructures required for effective professional development.

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