

FACTORS ADVANCING JOB PERFORMANCE AMONG STAFF IN ACADEMIC LIBRARY: A REVIEW OF LITERATURE

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Abstract

This review paper focused on Factors Advancing Job Performance among Staff in Academic Libraries. Those factors that could advance job performance among library personnel include work environment; staff motivation; staff training; regular payment of salaries and wages; organizational politics; job satisfaction; and increased career advancement. Job performance is of great importance to both library staff and library management. For library staff, good job performance can lead to job satisfaction, career advancement, and increased job security. The paper reviewed relevant literature on each of the outlined factors to enable library staff to know how each factor would boost their job performance in their various libraries where they are saddled with the task of providing relevant educational resources to meet the information needs of readers. It concluded that it is expedient for the library management to seek and put in place those motivating factors that would improve the job performance of workers in the academic community. It recommended that the library authority should engage their staff in their duties and also create a reward system to motivate them. Besides, the institution management in conjunction with the library's administration should make provision for adequate training and well-equipped training facilities that will enhance the training of the library staff.

Keywords: Job Performance, Library Staff, Academic Libraries, Nigerian University

Introduction

Generally, every Job Performance of an employee has a mutually beneficial relationship between work, home, the individual and the organization. Similarly, job performances are actions and behaviours which promote and support the social environment for the improvement of in-role which engenders effective and high productivity. (Okoye, Mbagwu, Moneke, & Abanum, 2018). Job performance is the

measure at which output is produced as a result of the level of inputs given (Hashmi, Ameen, & Soroya, 2019), Job performance provides insights into the human psychology of work behaviours and factors that motivate. Job performance which has gained a wide range of definitions from various scholars is a determinant of the success or failure of an organization to a large extent (Igbinovia & Popoola, 2016). Job performance consists of a set of employees' behaviours that are

perceived to be in agreement with organizational goals that can be measured, monitored and assessed as an achievement at an individual level. The librarian's job performance is that aspect of work behaviour that is of relevance to the library's success (Obinna & Unegbu, 2019)

The researchers conceptualized job performance as how well an employee performs his/her Job duties and responsibilities in the organization. Job performance can be enhanced by various factors, such as Work environment, Staff Training, Regular payment of salaries and wages, Organizational Politics and Job Satisfaction. Job performance is of great importance to both library staff and library management. For library staff, good job performance can lead to job satisfaction, career advancement, and increased job security. Additionally, good job performance can help build a positive reputation for the library, which can attract new customers and retain the existing ones. Job performance can lead to increased productivity, improved customer satisfaction, and a positive image for the library. On the other hand, poor job performance can lead to decreased productivity, low morale among staff, and a negative image for the library. Therefore, it is crucial for library management to encourage and support good job performance by providing training and development opportunities, performance feedback, and recognition for a job well done.

Literature Review

The literature review provides a framework for establishing the importance of the study as

well as a benchmark for comparing the results with other findings. It relates a study to the larger, ongoing dialogue in the literature, filling in gaps and extending prior studies. In order to ascertain the effect of some relevant factors on the job performance among library staff, a number of books, previous research works and other available relevant materials were reviewed. The reviews of related literature were carried out under the following headings:

Job Performance of Library Staff

In Nigerian academic libraries, Employee job performance refers to how well an employee performs the tasks and responsibilities assigned to them by their employer. It can be evaluated based on various factors, such as productivity, quality of work, attendance, communication skills, ability to meet deadlines, teamwork, creativity, and problem-solving skills. Evaluating library staff job performance is important for library management as it helps them identify areas where the library staff excel and where they may need improvement. Job performance is those activities which efficiently combine and use the actions of human resources, the processes that enhance knowledge, skills, commitment and flexibility of staff and managers and also the structure of work. Job performance helps the library management make decisions about promotions, salary increases, and terminations. Job Performance on the part of staff is essential for the success of the organization.

According to Yaya, Opeke and Onuoha (2016), the job performance of library staff may be viewed as the work activities performed by the worker towards the

attainment of organizational goals. It is an action taken to fulfil one's duty to the organization. It will depend on their knowledge, skills, and confidence in originating ideas as to how best to carry out the task of the job (Awogbami, 2021). Ikonne and Fajonyomn, (2019) drove this point home further when they argued that in measuring the job performance of library staff, the indicators to be considered include: professional practice, contribution to the overall development of the library, ability to work with co-workers, punctuality at work, ability to attend promptly to request from client's communication skills and meeting minimum requirements for promotion that is research publication. Job performance of library staff is determined by many factors such as work environment, knowledge, abilities, training skills, experience, technology or equipment available and willingness to improve on the job (Adeeko et al, 2017). According to the author, for a business to fulfill its goal of offering better service to its customers, it must provide its personnel with vital aspects such as proper training and development of its staff, motivation, and a reward system, among others.

Job Performance as a term has been described by many scholars; it is a word that has different meanings to different people. Job performance refers to actions and behaviours which promote and support the social environment for the improvement of in-role which engenders effective and high productivity. It is the discharge of statutory duties based on the library personnel field of specialization which is centred on the

attainment of the library objectives (Ikonne & Fajonyomi, 2019). Job performance is influenced by both individual characteristics and situational factors. Individual characteristics include knowledge, skills, abilities, and personality traits, while situational factors comprise organizational culture, leadership, job design, and work environment. The authors emphasized the importance of considering both individual and situational factors when evaluating job performance. Judge, Thoresen, Bono and Patton (2013) defined job performance as the behaviours exhibited by individuals that are relevant to the organization's goals and contribute to successful task accomplishment (Tett & Christiansen, 2018). Job performance refers to the behaviours and outcomes produced by individuals in their work roles that contribute to organizational effectiveness (Borman, 2019).

Job Performance Factors

The following factors could enhance the job performance of staff in any academic library especially the selected academic libraries in Nigeria:

Work Environment

Working environment refers to the conditions, surroundings, and atmosphere in which individuals carry out their work activities. It encompasses various factors, including physical, social, psychological, and cultural aspects that influence an individual's experience in the workplace. The working environment can significantly impact employees' well-being, job satisfaction, productivity, and overall performance. Brown and Leigh (2012) opined that employees who feel valued and supported by their coworkers and managers are more likely to be engaged and committed to their jobs, resulting in better job

performance. According to Johnson, Tejada and Valentine. (2014), a good work environment defined by effective communication, teamwork, and a sense of belonging can boost employee morale and reduce turnover, ultimately enhancing job performance. Chen, Huang and Hsu (2017) indicated that well-designed library facilities with pleasant and functional workstations, enough lighting, and proper ergonomics have a favourable impact on library staff performance and well-being. Working environments in libraries, encompassing supportive work cultures, well-designed physical spaces, and opportunities for professional development, can significantly benefit job performance among library staff. These factors contribute to increased motivation, job satisfaction, and productivity higher levels of productivity, contentment, and general job performance are fostered by a supportive work environment that is defined by enough resources, positive interpersonal interactions, a positive organizational culture, and well-designed physical spaces. A positive work environment fosters effective teamwork and collaboration among employees (Dahlin, Weingart, & Hinds, 2012; Shin & Zhou, 2013). When employees feel valued, respected, and supported, they are more likely to collaborate, share knowledge, and work towards common goals, leading to higher performance outcomes (Amabile, Barsade, Mueller, & Staw, 2012 cited Zhou & George, 2013). When employees feel psychologically safe and encouraged to take risks, they are more likely to generate new ideas, problem-solve effectively, and contribute to the organization's success.

Staff Motivation

Motivation refers to the psychological force or driving factor that initiates, directs, and sustains an individual's behaviour towards a particular goal or objective. It is the inner state of arousal and energy that propels individuals to take action, persist in their efforts, and strive for success. Recognizing and rewarding library staff for their achievements and contributions can significantly enhance

motivation and job performance. Simons (2012, p.45), "Recognition programs positively influence job satisfaction, motivation, and performance among employees. Offering professional development opportunities, such as training workshops, conferences, and certifications, can enhance motivation by providing employees with the chance to expand their knowledge and skills. Granting library staff a certain degree of autonomy and decision-making authority can foster motivation and job performance. According to Deci and Ryan (2012), when individuals experience a sense of autonomy and empowerment, they are more likely to be intrinsically motivated, leading to higher levels of performance and job satisfaction. Providing library staff with work that aligns with their values and interests can enhance motivation and job performance. Grant and Parker (2019) highlighted that "employees who find their work meaningful are more likely to be engaged and committed, leading to higher levels of performance and satisfaction.

Staff Training

All library employees from the top management to the newest junior, must get training. It is crucial to keep in mind that training in some capacity will always be available in a successful library system, there is therefore the need to strengthen the staff with modern techniques in the face of rapid technological changes. Staff development programmes are a process designed to improve job understanding, promote more effective job performance, and establish future goals for career growth. Staff development programmes help staff understand their responsibilities towards the attainment of the

goals, mission and vision statement of the library (Awogbami, Opele& Adeoye, 2021). The authors restated that Staff training involves every opportunity available to new and experienced staff. These activities are designed to improve the quality of service delivery and enable individuals to grow professionally. The authors further restated that the staff benefits from manpower training and development by acquiring the knowledge required for efficient service delivery. Staff development programs should be created with the users and the library system in mind if they are to be long-lasting. Since technology and the expansion of electronic information now have a significant impact on society as a whole and libraries in particular, the environment of the library is changing. Manpower training and development is germane to effective information service delivery in the library. Challenges that affect staff training: lack of time to attend training, the inadequacy of staff, and mismatch between training and needs (Kimaro et al, 2022).

Regular Payment of Salaries and Wages

Securities generally refer to financial instruments that represent ownership or debt in a company or entity. These instruments can be bought and sold in financial markets and include stocks, bonds, options, and derivatives. Securities allow individuals and organizations to invest in companies or governments and potentially earn returns based on the performance of those entities. Wages, on the other hand, are payments made to employees by employers in exchange for the work they perform. Wages are typically determined through negotiations, employment contracts, or legal regulations, and they can

vary based on factors such as skill level, experience, and job market conditions. Wages are a crucial component of individuals' income and play a significant role in determining their standard of living. Competitive wages and securities can attract and retain top talent in the job market. When organizations offer better compensation packages compared to their competitors, they can attract highly skilled and qualified individuals.

Moreover, payments of salaries and wages boost morale and creates a sense of financial security for the employee in an organization. This, in turn, enhances their overall job satisfaction and commitment to their work. Smith (2012) noted that regular payment of salaries and wages helps to alleviate financial stress among the library staff. When staff members receive their pay consistently, they can better manage their personal finances, meet their financial obligations, and focus more effectively on their work responsibilities. Reduced financial stress leads to improved concentration, productivity, and job performance (Johnson, 2014). When library staff feel valued and compensated appropriately, they are more likely to invest their time and effort in their work. This increased work engagement translates into improved job performance, as employees become more proactive, innovative, and committed to achieving organizational goals (Garcia & Martinez, 2018)

Organizational Politics

Organizational politics refers to the informal power dynamics, networks, and influence tactics that exist within an organization. While organizational politics is often associated with negative connotations, it can have both positive and negative effects on job performance. Organizational politics can make library employees less satisfied with their jobs (Gandz & Murray, 2012). Employees may feel unpleasant feelings and irritation if they believe that their company is very political, with power conflicts and favouritism. Their motivation and dedication to their work may be negatively impacted by this unhappiness, which could lead to poorer job performance. It can produce a hostile workplace that is full of gossip, disputes, and rumours (Mintzberg, 2014). A situation like this might make it difficult for library employees to collaborate, communicate, and share knowledge effectively. Productivity and performance decrease when workers are more preoccupied with managing political dynamics than with carrying out their assigned jobs. Organizational politics can improve employee motivation and goal-setting. Similarly, Kim, Kim and Lee (2015) asserted that political skills like alliance-building and networking help workers get access to important resources and information that improve their performance.

Job Satisfaction

job performance is the extent to which individuals fulfill their job responsibilities and contribute to organizational goals (Koopmans et al., 2012, p.135). Job performance is the quality and quantity of work output by employees in relation to the goals and expectations set by the organization" (Maurer,

Weiss & Barbeite, 2018, p. 206) job performance is the demonstration of competencies, behaviours, and outcomes that contribute to individual and organizational success (Bryant et al., 2021). A supportive work environment that encourages collaboration, teamwork, and professional growth has been found to positively impact job satisfaction and performance (Dee, 2012). Offering opportunities for training and professional development helps staff members enhance their skills and knowledge, leading to greater job satisfaction (Chen, 2015). Cultivating an inclusive and diverse work environment fosters job satisfaction, creativity, and innovation among library staff (Riggio et al, 2020), they noted job satisfaction among library staff positively influences their customer service behaviour. Satisfied employees tend to be more helpful, friendly, and responsive, resulting in improved user experiences and satisfaction levels (Hsu & Hsieh, 2016).

Increased Career Advancement

Career advancement refers to the progression and growth within an individual's professional career. It encompasses the development and attainment of higher-level positions, increased responsibilities, improved job satisfaction, and enhanced earning potential. Career advancement typically involves moving up the hierarchical ladder or gaining recognition and influence in a chosen field or industry. remote work experiences and digital fluency became essential for career advancement during the pandemic (Gartner, 2021). Career advancement encompasses the actions and strategies individuals employ to enhance their career prospects, including acquiring new

qualifications, networking, and seeking promotions (Sullivan et al, 2018). Career advancement growth can help library staff to achieve motivation, goal-setting, skill development, responsibility, recognition, knowledge sharing, retention, and succession planning. Together, these elements will support enhanced job performance and the success of the library as a whole. Advancing in a career often involves acquiring new skills, knowledge, and experience, which can be achieved through various means such as promotions, lateral moves, additional education or training, professional certifications, networking, and building a strong track record of achievements. It may also involve taking on leadership roles, managing teams, or spearheading important projects. Career advancement is not limited to a linear path and can vary across different industries and organizations. Some individuals may focus on climbing the corporate ladder within a single company, while others may seek opportunities outside their current organization or even transition to a different field altogether. The definition of career advancement is subjective and can differ depending on an individual's goals, values, and aspirations.

Conclusion

The paper has succeeded in reviewing some relevant educational resources that dealt with various essential factors that would advance the job performance of library staff in the selected Nigerian academic libraries. Those factors that could advance job performance among library personnel include work environment; staff motivation; staff training; regular payment of salaries and wages; organizational politics; job satisfaction; and

increased career advancement. Therefore, in any academic library especially the selected academic libraries in Ekiti State, there should be proper provision of technological tools for training of staff, maintenance of human and educational resources and provision of adequate working environment, to enable them to discharge their duties effectively. It is expedient for the library management to seek and put in place those motivating factors that would improve the job performance of workers in the academic community. Hence, the recommendations that emanated from this study would be relevant to our local needs in Nigeria.

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