

Human Resource Development and Job Performance of Librarians in State University Libraries in Bayelsa State

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Abstract

The study was carried out to examine human resources development and job performance of librarians in state university libraries in Bayelsa State. Four research questions and four objectives were raised to guide the study. The descriptive survey research design was adopted in carrying out the study, with a population of thirty-three (33) professional librarians in Bayelsa state. The census sampling techniques were adopted to select the respondents. Data were analyzed using a mean to compute data based on the number of respondents. The findings of the study revealed that human resources development practices (career advancement opportunities, training and re-training of personnel, mentoring of personnel, and performance appraisal) have a significant effect on job performance. Human resources development is important for the job performance of librarians. The challenges of human resources development amongst others include: inadequate expertise on development programs, library managers not giving adequate support to human resources development, and inadequate facilities to train with. The strategies for effective human resource development for the job performance of librarians include: the provision of necessary facilities to train library personnel, provision of service training, short courses, and seminars for staff, each library should have a staff development policy, amongst others. Based on the findings, it was recommended amongst others that state university library management should consider university library management should consider implementing resource development programmes that would help motivate librarians for enhanced job performance.

Keywords: Human Resources, Human Resources Development, Job Performance, University Library, and Librarians.

Introduction

The greatest asset of any nation or institution is its human resources. The survival of any institution depends on several factors, of which, humans are recognized as the main source. This implies that quality staff becomes a necessity to improve upon the knowledge, skills, and general performance of its workforce and services. Human resources is considered one of the most important factors used to enter or even manage to dominate the market and stay relevant in the information economy (Anekwe & Anekwe, 2020). They play a crucial role in maintaining the organizations' sustainability, and credibility as well as the creation of public trust. There is however a wide range of evidence explored on the positive linkage between human resource development and organizational performance, due to the aspiration to achieve business excellence and better profits through development.

Human resource development is the process of increasing the capacity of the human resource through development. It is thus the process of adding value to individuals, teams, or an organization as a human system (Jan, 2020). The aim of Human Resource Development (HRD) is to develop the capabilities of each employee (librarian) as an individual about his or her present job and future roles, cordial relationships, team spirit, and collaboration among different units of

the organization, and the overall health and self-renewing capabilities, which, in turn, increase the enabling capabilities of individuals, teams, and the entire organization. HRD system may include various process mechanisms or sub-systems which include performance appraisal, potential appraisal and development, feedback and performance counseling, career planning, training, organization development, rewards, employee welfare, and quality work life. These mechanisms are geared towards providing an employee (librarian) with the skills required to enable, maintain, and improve the current job performance.

Job performance of librarians mainly depends on but is not limited to, the librarians' characteristics such as knowledge base, sense of responsibility, and inquisitiveness of the library user, such as the opportunity to access and utilize library resources and services, and the library phenomena such as environment and facilities, and organization and management. If librarians through effective human resource development take care of these factors, their performance can be increased to the optimum level (Rao & Kumar, 2004). Nwokike and Unegbu (2019) describe job performance as a set of employees' behaviors that are perceived to agree with organizational goals that can be measured, monitored, and assessed as an achievement at an individual level. There are different ways the performance of personnel can be measured. It can be objective or subjective; objective measures can be direct observation while subjective measures involve supervisors rating an employee's attitude (Robbins, Drecenzo & Coulter, 2011). It can also be done through continuous assessment and measurement using Assessment Performance Appraisal (APA) whose content depends on the goals and objectives that the organization wants to achieve (Daship, 2012). Shadare and Hammed as cited in Amusa, Iyoro, and Alibis (2013) proposed the following parameters to measure performance: quality and quantity, speed and accuracy, creativity and innovation, risk-taking, and skills for future development in university libraries, among others.

The university library also known as the academic library is a library that is attached to a higher education institution most especially the university, and it serves two complementary purposes: to support the university's curriculum and to support the research of the university's faculties, departments, and students. As described by Oyedum (2016), academic libraries are an integral part of a college or a university; it is usually regarded as an instrument of instruction. This means that teaching and learning in the university requires a well-stocked library with relevant instructional materials and information resources. Hence, the achievement of these needs is vital for the sound and successful operation of the institution by her personnel (librarians).

The library's powerful asset is its professional staff. His job performance remains a rallying point for the execution of these functions. It is the responsibility of library management to provide the necessary atmosphere to increase the performance of librarians, for the performance of employees increases, it will affect librarian's performance and ultimately profitability of the institutions, (Katamba & Abdulsalam, 2014). The role of librarians in a traditional library setting focuses on the acquisition, processing, storage/preservation, and dissemination of information to a target audience in a particular place and at a particular time.

Interestingly, librarians are now facilitators of round-the-clock access to information resources within and outside the walls of the library. This is why libraries might need training and development departments, often referred to as Human Resource Development (HRD), to sustain their goals. When suitable job candidates have been selected and appointed, they must be given the appropriate orientation and in addition, they must be trained and developed to meet their career needs. The implication is that of all their sources in libraries, the human resource (i.e. librarians) is pivotal in achieving the goals and objectives of the parent body. Therefore, the ultimate purpose of human resource development (HRD) is to provide the 'coaching' needed to strengthen and grow the knowledge, skills, and abilities that an employee already has. Hence, this study sought to investigate human resources development and job performance of librarians in university libraries.

Statement of the Problem

Undoubtedly, it seems obvious that the human resources development in most university libraries is not up to expectation, the frequent alleged lopsided recruitments, promotions, appointments, and retirement in the federal civil service have always raised public concern. The lack of human resource development has led to an ebb in professionalism and a lack of zeal in the personnel. There are no specifications of jobs, and where they are, the definition of it is not been spelled out by the authority, and the desire and the ultimate goal of the organization will be in jeopardy. Consequently, a preliminary investigation by the researcher shows that there is a low level of commitment among most librarians in Nigerian university libraries, several reasons can be responsible for this. For example, lack of opportunities for librarians to develop their knowledge, skills, and talent that would help them to deliver better services to users and, lack of human resources development policy, amongst others. Nevertheless, a high level of employee commitment and attainment of organizational goals of the university library may also be dependent on the provision of opportunities for librarians to develop knowledge, skills, talent, and competence to deliver services to library users. It is against this backdrop that this study sought to investigate human resources development and job performance of librarians in state university libraries in Bayelsa State.

Objectives of the Study

The main aim of the study is to investigate human resources development and job performance of librarians in state university libraries in Bayelsa State. Specifically, the objectives were to:

1. Examine the human resources development practices available and job performance of librarians in state university libraries in Bayelsa state.
2. Determine the importance of human resources development and job performance of librarians in state university libraries in Bayelsa state.
3. Identify the challenges of human resources development and job performance of librarians in State university libraries in Bayelsa state.

4. Suggest the strategies for effective human resource development and job performance of librarians in state university libraries in Bayelsa state.

Literature Review

Human Resources Development (HRD)

Human resource development (HRD) involves taking purposeful action to increase the total level of skills among an organization's workforce, so that opportunities for individuals are maximized, and thereby enhance benefit in the society. Thus, the human resource department involves the process of developing the available skills of employees to achieve organizational goals as well as individual goals. Moreover, human resource development is characterized by training, job rotation, promotion, and performance appraisal. The main aim of human resource development is to build competency amongst employees so that the objectives of the institution can be achieved. Human resource development should be perceived as an engine that will drive the organization's systems with proper application of skills which will enhance better performance.

Similarly, Nsirim (2019) argues that HRD includes resourcing and performance assessment, to identify the actual and potential talent. Elbert and Hatfield (2006) point out that the main reasons for human resource development are: creating conditions to increase an organization's effectiveness and competitiveness; gaining highly-motivated staff; achieving suitable human resources to introduce and implement new programmes; increasing skills required to use the organizations available technological resources; ensuring rapid and suitable replacement for any staff that leaves the organization. Issa et al. (2016) argued that human resources constitute an integral part of organizations. Without the input of human resources, the objectives of setting up organizations will be defeated.

Job Performance of Librarians

Job performance is a universal term in the labor and service industry, and is conceptualized as a multidimensional construct consisting of more than one behavioral kind. Omekwu (2013) affirm the job performance is the total expected value to the organization of discrete behaviors that an individual carries out over a standard period of time. Nwokike and Unegbu (2019) sees job performance as the ability to perform effectively in a given task and up-to-date description for his or her position and understand the job performance requirement that he is expected to meet". From these definitions, performance is not defined by the action itself but by judgmental and evaluative processes, therefore it will be seen that job performance is directed towards organizational goals that are relevant to the job. This makes job performance of interest to the organization because of the importance of high productivity in the workplace which every organization wants to achieve.

Similarly, Job performance is the overall task carried out by employees directed towards achieving organizational goals. Saka and Haruna (2013) affirm job performance as the ability to carry out statutory functions which are based on the field of specialization or areas of development as well as organization objectives. According to Ugwu and Ugwu (2017), job performance refers to how people perform their jobs and enhance the objectives of the parent body. This is the more reason

organizations employ staff competent enough to hand let asks to meet the goals for which it was established. Therefore, the increase in librarians job performance will make them utilize their talents in a way that they will have fulfillment and self-actualization which will in essence lead to the achievement of the library's goal.

Human Resources Development (HRD) Practices and Job Performance of Librarians

Human resource development is being viewed today as an important strategic approach to improving productivity, efficiency, and profitability. The level of human resource development practices in university libraries is the central driving force in the achievement of educational goals and job performance. Arinaitwe et al. (2021) found out that the human resource development practices about job performance of academic staff were performance appraisal, training and promotion. To buttress this, Indradevi (2011) outlined human resource development practices to include: recruitment, training, counseling, mentoring, empowerment, and performance appraisal. Some of the HRD practices include:

Career Advancement Programs: Career employee development is critical for expanding an organization's human capital. Greehaus (2013) explained that career advancement is the process of which individuals gather relevant information about values, skills, strengths and weaknesses, identify a career goal, and engage in career strategies that can bring about an increase in the actualization of institutions' mandate. Career advancement opportunities increase employee effectiveness and helps employees evaluate their skills, so they can move to jobs that are more congruent with their personal goals and plans. In other words, employees can find where they fit into the organization (Weinert, 2001). Such career programs could come inform of degree programs, professional certification, etc.

Training and Re-training: Onayase (2017) defined training as the process of improving the existing skills, knowledge, exposure, and abilities of an individual. This means that training must be designed in such a way, that it will involve either the changing or enhancing of skills, knowledge, attitudes, and social behavior. This change or enhancement of skills, knowledge, attitudes, and social behavior could involve what the employee knows, his relations, and interactions with co-workers and supervisors. Training is very expedient for librarians to adjust effectively and efficiently to the changes in technology and other library operations. Thus, impacting more knowledge and skills on the librarians is a good source of encouragement which motivates them to have a sense of belonging in the work environment. Training therefore needs to be seen by management in every organization as a long-term investment in its human resources.

Value Re-Orientation: it is worth noting that the school is a microcosm of the macro society. What obtains in the larger society greatly influences the library system. There is therefore urgent need for re-orientation and re-prioritization of our national values, emphasis should also be laid on the national aims and objectives of inculcating the right type of values and attitudes for the survival of the individual and the society. In line with this, library management, educational administrators should strategies to transform and change librarians' insight, disposition, attitude and mindset, etc. as driving forces in human resource development, for effective service delivery.

Mentoring: This is a practice where a more experienced person provides information, assistance, guidance, and support to a less experienced person to enhance his or her skills and knowledge. As defined by Ade-Ajayi (2001), mentoring is a supportive relationship established between two individuals where knowledge, skills, and experience are shared. Mentoring in libraries involves coaching, guiding, and supervising librarians in the library to boost their service delivery. It plays an important role not only in the case of support for the development of librarians “professional skills (competencies) but particularly in the process of supporting the professional growth of the librarian who strives to increase the quality of their service. In mentoring librarians, library management and administrators share ideas about new education programs, and innovation in libraries, and discuss and proffer solutions to problems encountered by librarians in their service delivery functions. Mentoring is intended to increase an individual’s personal or professional capacity, resulting in greater professional effectiveness and job performance.

Performance Appraisal—this is a continuous feedback, support, and follow-up process between leader and collaborator, which characterizes itself by being participative and dynamic. Appraisal of employees is an important technique for improving the performance of people. Dessler and Gary (2011) defined performance appraisal (PA) as one of the human resource management (HRM) tools used to evaluate the job performance of employees, and a structured formal interaction between a subordinate and supervisor that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, to identify strengths and weaknesses as well as opportunities and treat (SWOT) for improvement and skills development.

Importance of Human Resources Development and Job Performance of Librarians

Human resource development (HRD) provides a framework for self-development, training programs, and career progression to meet an organization's skill requirement Obisi, (2003) further posited that human resources development can be understood from the perspective of the masses that have acquired the relevant education and skills, that can be put to positive use towards the development of an institution. Human resources represent the fundamental infrastructure for technological development and by extension economic development (Obisi, 2003). Human resources remain the cornerstone for the achievement of organizational goals. Human resource development improves current performance and provides suitable and qualified personnel to meet present and future needs.

In addition, human resource development teaches people how to utilize the power of diverse thinking styles (analytical and intuitive) so that they can achieve holistic best practical solutions. Also, human resource development is about investments, activities, and processes that produce knowledge, health, and skills. It means building a balanced human resources base and providing an enabling environment for all individuals to fully engage and contribute to the achievement of the goals of an organization or nation. Therefore, such efforts are well established, to increase human knowledge, enhance skills, and productivity and stimulate the resourcefulness of individuals (Erhurua, 2007).

Challenges of Human Resources Development and Job Performance of Librarians

Librarians must be positioned as key educators in the teaching and learning environment of the future. They require new and refined skills and conceptual understandings which will enable them to perform with an educational competence and professional confidence equal to that of their academic peers. Ukwoma and Akanwa (2008) assert that lack of complete top management support, inadequate funding, poor organizational climate, and resistance to development subordinates as challenges affecting HRD. Similarly, Adawo (2011) opined that where finance is lacking, it is impossible to organize library services and resources, and where it is adequate, the efficiency of the services is bound to be adversely affected. This is because the procurement and processing of materials, hiring of personnel of personnel and the purchase of equipment all require substantial funding. Funding is required not only when a library is established, but should also be sustained on an assured and regular basis. However, it is recognized that even in the wealthiest of institutions, it may not be possible to provide appropriate levels of funding for every service requirement. It is vitally important, therefore, that human resources development should be conducted on a planned basis with clear priorities. Hence, adequate funding of libraries results to the non-fulfillment of its set goals and human resources development.

Also, there is today, changing values in the workforce. The work ethic, which sees work as having spiritual meaning, buttressed by such behavioral norms as punctuality, honesty, diligence, and frugality is fast changing. Agbo (2015) observes that one's job is no longer seen as a central life interest that provides the dominant clue to interpersonal assessment. Prayer sessions in many organizations sampled hinged on making money and not doing the work. The argument is that a job is in the village and money is in the city. Whoever wants to work should go to another village, while money and fun seekers should remain in the city. Quality of life is preferred to quantity, equity to efficiency, diversity to conformity, and the individual to the organization. These changing values no doubt exert enormous pressure and challenge in human resources management in institutions.

Strategies for Human Resources Development for Librarians' Job Performance

HRD as an important aspect of personnel development has to be given a face-lift. It should be planned in such a way that both the organizational needs and individual needs should be achieved and sustained. Training therefore must be an integral part of the library management's plans (Mmejim & Nsirim, 2023). The purpose of training is basically to bridge the gap between job requirements and the present competence of an employee. For instance, employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save costs, and improve the productivity of their organization. Thus, a clean environment as fact or can enhance workers' performance.

Kalyani (2011) also noted the indispensability of a fine ecology to the output of workers. Kalyani believes that the workplace is one of the major focuses of evaluations of self. As a result, the working environment is likely to dampen employee morale, and as a consequence, contribute less to the total organizational output. The employees can perform better if they are provided a good

environment like a comfortable office and enough reading space. Personnel performance is generally determined by factors such as motivation, work environment, training, the tools, materials, and information needed to do the job. When security, safety compensation, recognition, reward, and appreciation are provided, it launches excellent opportunities outside assigned jobs and positive attitudes towards work by going to work early and staying until closing hours. Hence, these variables may influence performance and their absence may bring a negative attitude to work. The presence of the identified determinant factors of job satisfaction such as work environment and Personnel performance is generally determined by factors such as motivation, work environment, training, the tools, materials, and information needed to do the job (Saka & Haruna, 2013). When security, safety compensation, recognition, reward, and appreciation are provided it launches excellent opportunities outside assigned jobs and positive attitudes towards work by going to work early and staying until closing hour.

In the same vein, to enhance effective job performance, the librarian needs to be remunerated and trained to ensure prompt and adequate payment of salaries, wages, allowances, and, other incentives as and when due, encouraging employees to give in their best in the work place. These facilities can come in the form of company cars, payment for travel and accommodations, and sponsorships to training among others. Remuneration is a fixed amount of periodic payment made to employees by their employers as compensation for a good job done. Daship (2012) sees remuneration as reward or pay given to people for work done. Worker's remuneration is in two distinct forms. Firstly, financial payments enable workers to settle their different financial obligations, both in their families and outside the family. The second form of remuneration is the facilities made available to the employees to work in a more relaxed work environment to improve their effectiveness and efficiency. Usually, it forms a part of the terms of the contract of employment. Prompt and adequate payment of salaries, wages, allowances, and, other incentives as and when due encourages employees to give their best in the workplace.

Methodology

This study adopted a descriptive research survey. The population of the study are thirty-three (33) librarians which comprised professional librarians in state university libraries (Niger delta university (NDU), (26 librarians), University of Africa (6 librarians) and medical university library, (1 librarian) in Bayelsa state. A census sampling technique was used to select the librarians in state university library in Bayelsa State. The instrument used for data collection was a questionnaire. Thirty-three (33) copies of the questionnaire were administered and all were completed, returned, and used for the study. Data were analyzed using descriptive statistics to compute the data based on the number of questionnaires. Any item with a calculated mean value of 2.50 above indicates that the respondents agreed on the item; while any item with a mean of less than 2.50 indicates that the respondents disagree on the items.

Results

The results are presented in accordance with the research questions that guided the study.

Research Question One: What are the various human resources development practices available and job performance of librarians in state university libraries in Bayelsa State

Table 1: Mean responses on human resources development practices available and job performance of librarians.

Items	MEAN	Decision
Career advancement programs	3.24	Agreed
Training and re-training of personnel.	2.72	Agreed
Mentoring of personnel.	2.93	Agreed
Value re-orientation	2.63	Agreed
Performance appraisal.	2.51	Agreed
Grand mean	2.80	Agreed

The results in Table 1 of data analysis on the human resources development practices available and Job performance of librarians in state university libraries show that items 1 to item 5 were agreed as human development practices available and job performance of librarians, which include career advancement programs with a mean score of 3.24; mentoring of personnel with a mean score of 2.93; Training and re-training of personnel with a mean score of 2.72; Value re-orientation with a mean score of 2.63; Performance appraisal with a mean score of 2.51. The responses yielded a grand mean of 2.80 which indicates that there is high acceptance of the item statements by the majority of the respondents.

Research Question Two: What are the importance of human resources development and job performance of librarians in state university libraries in Bayelsa State

Items	Mean	Decision
It provides suitable and qualified personnel to meet present and future needs.	2.63	Agreed
It provides a framework for self-development.	2.81	Agreed
It teaches people how to utilize the power of diverse thinking styles.	2.90	Agreed
It stimulates the resourcefulness of the individual.	2.78	Agreed
It contributes to the achievement of the goals of an organization.	2.93	Agreed
It enhances the quality of organizational services.	2.36	Disagreed
HRD improves current performance and skills to be put to positive use.	2.69	Agreed
Grand mean	2.72	Agreed

Table 2: Mean responses on the importance of human resources development and job performance of librarians

Table 2. Presents the results of data analysis on the importance of human resources development and Job performance of librarians in state university libraries in Bayelsa State. Item 5 agreed that HRD contributes to the achievement of the goals of an organization with a mean score of 2.93; item 3 agreed that it teaches people how to utilize the power of diverse thinking styles with a mean of 2.90; item 2 agreed that it provides a framework for self-development with a mean score of 2.81; item 4, agreed that it stimulates resourcefulness of the individual with a mean score of 2.78; item 7 agreed that HRD improves current performance and skills to be put into positive use with a mean score of 2.69; item 1 agreed that it provides suitable and qualified personnel to meet present and future needs with a mean score of 2.63; while item 6 disagreed that it enhances the quality of organizational services with a mean score of 2.36. The grand mean of 2.72 indicates that the respondent accepted the items on the importance of human resources development and the job performance of librarians.

Research Question Three: What are the challenges of human resources development and job performance of librarians in state university libraries in Bayelsa State

Table 3: Mean responses on challenges of human resources development and Job performance of librarians.

Items	MEAN	Decision
Inadequate expertise in development programs	2.72	Agreed
Library managers do not give adequate support to human resources development	2.93	Agreed
Managers always resist to development of their subordinates.	2.30	Disagreed
Inadequate funding.	2.75	Agreed
There is no written staff development policy.	3.15	Agreed
Inconsistency of government policies	2.75	Agreed
Inadequate facilities.	2.51	Agreed
Grand mean	2.73	Agreed

Results in Table 3 show that six-item questions were agreed upon while one item was disagreed. Item 5 agreed that there is no written staff development policy had a mean score of 3.15; item 2 agreed that library managers do not give adequate support to human resources development had mean score of 2.93; Item 4 agreed that inadequate funding had a mean score of 2.75; item 6 agreed that inconsistency of government policies had a mean score of 2.75; item 1 agreed that inadequate

expertise on development programs had a mean score of 2.72; item 7 agreed to inadequate facilities with a mean score of 2.51; item 3 disagreed that managers always resist developing of their subordinates. The grand mean of 2.73 indicates that the respondents agreed with the challenges of human resources development and job performance of librarians in state university libraries in Bayelsa State.

Research Question Four: What are the strategies for effective human resource development and job performance of librarians in state university libraries in Bayelsa State?

Table 4: Mean responses on strategies for effective human resources development and job performance of librarians in state university libraries.

Items	MEAN	Decision
Management should make budgetary provision for training and development.	2.96	Agreed
There should be provision of necessary facilities to train library personnel.	2.81	Agreed
Provision of service training, short courses and seminar for staff	2.93	Agreed
Each library should have a staff development policy.	3.03	Agreed
Staff should be informed of professional development opportunities.	2.87	Agreed
Professional development should be considered during promotional exercises.	2.39	Agreed
The working environment should be made conducive to staff	2.84	Agreed
Grand mean	2.83	

Results in Table 4 show that in item 4 each library should have a staff development policy had a mean score of 3.03; item 1 shows that management should make budgetary provisions for training and development with a grand mean of 2.96; item 3 shows that encouraging in-service training, short courses and seminar for staff with a mean score of 2.93; item 5 shows that Staff should be informed of professional development opportunities with a mean score of 2.87; item 7 shows that the working environment should be made conducive for staff with a mean score of 2.84; item 2 shows that there should be provision of necessary facilities to train library personnel with a mean score of 2,81. Item 6 shows that professional development should be considered during promotional exercises with a mean score of 2.39. The grand mean of 2.83 indicates that the respondents agreed with the listed strategies for effective human resources development and job performance of librarians in state university libraries.

Discussion of Findings

The result from research question one shows that the various human resources development practices available for the job performance of librarians in state university libraries in Bayelsa State include: career advancement programs, training and re-training of personnel, mentoring of personnel, and performance appraisal. These findings are in line with Orga, (2012) who outlined human resource development practices to include: recruitment, training, counseling, mentoring, empowerment, and performance appraisal.

The result from research question two shows the importance of human resources development for the job performance of librarians in state university libraries in Bayelsa State which includes; the provision of suitable and qualified personnel to meet present and future needs, provision of a framework for self-development, teaches people how to utilize the power of diverse thinking styles, stimulates resourcefulness of the individual, contributes to the achievement of the goals of an organization, enhances the quality of organizational services and HRD improves current performance and skills to be put into positive use. These findings are in line with Erhurua, (2007) who earlier noted that HRD means building a balanced human resources base and providing an enabling environment for all individuals to fully engage and contribute to the achievement of the goals of an organization or nation. Also, an effort to increase human knowledge, enhance skills, productivity and stimulate the resourcefulness of individuals

Findings from research question three show the challenges of human resources development for the job performance of librarians in state university libraries in Bayelsa State include: inadequate expertise on development programs, library managers not giving adequate support to human resources development, inadequate facilities to train with, there is no written staff development policy, managers always resist to develop their subordinates, librarians are not interested in HRD Practices, inconsistency of government policies and Inadequate funding. This is in line with the findings of Ukwoma and Akanwa (2008) assert that lack of complete top management support, inadequate funding, poor organizational climate, and resistance to the development of subordinates as challenges affecting HRD.

Moreover, the result from research question four shows that the strategies for effective human resource development for job performance of librarians in state university libraries in Bayelsa State include: management should make budgetary provisions for training and development, there should be provision of necessary facilities to train library personnel, encouraging in-service training, short courses and seminar for staff, each library should have staff development policy, staff should be informed of professional development opportunities, professional development should be considered during promotional exercises and the working environment should be made conducive for staff. These findings are in line with Raseroka (2014) observed that budgetary allocations to libraries are not given the needed constant support by their institution. For human resource development to function effectively, this issue must be well addressed and the importance of identifying the training needs of employees before embarking on such programmes should be given priority.

Conclusion

Human resources development (HRD) is seen as the most important and impactful asset of any organization. Hence, its importance cannot be overemphasized. Human resources development plays a significant role in enhancing the job performance of librarians. Libraries are evolving to meet the changing needs of their users, and librarians must continually update their skills and knowledge to provide effective services. When librarians receive adequate training and professional development opportunities, they tend to exhibit improved job performance. Hence,

they become more proficient in their job due to the human resources development practices available. Human resources development for the job performance of librarians is important in providing suitable and qualified personnel to meet present and future needs and provide a framework for self-development.

Recommendations

Based on the findings of the study, the study recommends that:

1. University library management should consider implementing resource development programmes that would help motivate librarians for enhanced job performance.
2. University authorities should attach importance to human development as it encourages them to perform their jobs effectively.
3. University library management should ensure that human resource development should be conducted on a planned basis with clear priorities, to avoid encountering challenges associated with its implementation.
4. The working environment of library personnel needs to be comfortable so as not to dampen the librarian's morale.

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