

TRAINING AS A BEDROCK FOR CAPACITY DEVELOPMENT AND SERVICE DELIVERY IN LIBRARIES OF HIGHER INSTITUTIONS IN RIVERS STATE

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Abstract

This paper looks into training as a bedrock for capacity development and service delivery in libraries of higher institutions in Rivers State. The paper highlights the relationship between on-the-job training and service delivery of library staff in higher institutions in Rivers State and C-the-job training and service delivery of library in higher institutions in Rivers State. Correlational design was adopted for the work, the population of three hundred and sixty two (362) was used comprising of library staff in higher institutions in Rivers States. The entire three hundred and sixty two hundred and twenty (362) population was used as sample because the number is sizeable. A rating scale designed by the researcher was used for data collection. The instrument was validated by five (5) experts and its reliability was established through a test re-test method using Crombach Alpha Coefficient which yielded an index of 0.816. Descriptive Statistics and Pearson Product Moment Coefficient were used to answer research questions while Pearson Product Moment Coefficient also used for the testing of the hypothesis at 0.05 level of significance. Findings from the study showed that there is a significant relationship between off-the-job training and service delivery in the libraries of higher institutions in Rivers State, Also there is no significant relationship between on-the-job training and service delivery in higher institution in Rivers State. Based on the findings, the study recommends that off-the-job-training should be made available to the library staff in order to ensure high performance and service delivery in the organization.

Key Notes: On-the-Job training, off-the-job training, Capacity Development, Service delivery, Performance

INTRODUCTION

The academic library is an important agent in the pursuit of academic excellence in higher institutions. Its main goal is to support the objectives of the host institution, which have to do with teaching, learning and research using the services available. The extent, to which the institution can carry laudable objectives, portrays how well the institution's library has been supportive of it in the provision of all the essential information resources and services. This puts the academic library at the centre of academic excellence in the academic system. However, its centrality can never be achieved without library staff competence. Capacity development of institutions of higher learning libraries is more often than not channeled to, among other library variables, the staff hence the term staff capacity development. Capacity development is the strategy or action taken by an organization (in this case the academic library) to ensure success with its available resources. Staff capacity development can be referred to as staff, man-power, human resources human capital development programmes that aim at developing the staff efficiency to work. This is based on the premise that they deliver the service needed to promote the teaching, learning and research activities of the parent institution which the library is established to serve.

The need to develop staff capacity at a workplace also calls for staff training. It is a way of developing ones capacity and knowledge gained through the process that can enhance proper service delivery. No wonder Surbhi, (2015) averred that it provides ample opportunity for staff to foster their skills via On-the-Job training and off-the-job training. On-the-job training is a process whereby workers are enabled to update their knowledge and skills through periodic training and retraining within their organization, to be able to cope with innovations and technological and social changes. The goal is to enhance the productivity of the worker, while the off-the-job training takes place outside the worker's job environment.

For libraries as well as other establishments to forge ahead in the information and technology-driven era, staff-capacity development through training must be a top priority for all, the management of the library staff government and even non-governmental organizations ((NGO). Training will not only lead to service delivery, adequate financial management, and effective time management but also user satisfaction and sustainability of the institution. Hence, Okoro (2007) opines that efficiency and adequacy in library services delivery will not only enhance teaching and study but also create a conducive ground for research and continual extension of knowledge through the human race.

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. Good service delivery provides clients with an increase in value. Talking about libraries and service delivery: the fundamental objective of a library is to make available reliable information to their clientele in a timely, accurate, pertinent manner.

The lack of training and staff capacity development is due mainly to a whole lot of problems ranging from non-functional supportive policies, inadequate funding, ineffective library automation, unconducive working environment, human bias and non-connectivity to capacity -building organizations and others. And these have resulted to poor service delivery in the library service globally. And where these challenges are addressed properly, will eventually foster a high care of service delivery in the library organization. As a matter of fact, adequately equipped, trained, knowledgeable and vibrant staff with institutions in Rivers State for more productive and service delivery in technical know-how surely makes for more productive and service delivery in State.

Objective of the Study

Guided by the foregoing, the main purpose of this study is to investigate the relationship between training as bedrock of staff capacity development and service delivery in academic libraries. The specific objectives of the study are to:

- i. Ascertain the relationship between On-the-Job training and service delivery in higher institutions in Rivers State.
- ii. Find out the relationship between Off-the-Job training and service delivery in higher institutions in Rivers State.
- iii. Identify the factors militating against training as a bedrock of staff capacity development in higher institutions in Rivers State

Research Questions

The following research questions were posed to guide the study

- i. What is the relationship between on the-job training and service delivery in higher institutions in Rivers State?
- ii. What is the relationship between off the-job training and service delivery in higher institutions in Rivers State?
- iii. What are the problems militating against training in higher institutions in Rivers State?

Hypotheses

HO₁: There is no statistically significant relationship between on the training and service delivery in higher institutions in Rivers State

HO₂: The relationship between off the-job training and service delivery higher institutions in Rivers State is not statistically significant.

METHODOLOGY

This study on training as a bedrock of capacity development and service delivery in higher institutions in Rivers State was carried out in Rivers State Nigeria. The state has a population of 7,303,900, making it the sixth-most populous state in the country. The correlational research design was applied in the study since this method enables the researcher to establish the relationship between two variables which are training and capacity development. This research design according to Nwankwo (2013) is used in a situation where there searcher seeks to establish a relationship between two or more variables and data from such variables are in ratio or interval scale.

The total population of library staff in listed higher institutions in Rivers State was three hundred and sixty-two (362) at the time of study. This comprises 134 staff from University of Port Harcourt, 54 from Rivers State University, 36 from Ignatius Ajuru University of Education, 30 from Elechi Amadi Polytechnic Port Harcourt, 29 from Ken Saro Wiwa Polytechnic, Bori, 19 from Oil and Gas Polytechnic, Bonny, 29 from College of Education (Technical). Omoku, 15 from College of Health Technology, Rumueme and 16 from School of Nursing, Rumueme. Since the population was not too outrageous to manage, the entire library staff (362) were used for the study. The sampling method applied to choose the sample for the study was the census sampling technique. The instrument used for data collection in this study was the questionnaire. Their liability for the instrument was established through a test re-test method.

The relevant data collected personally by the researcher through the administration of the instruments were properly coded and subjected to statistical analysis. The research questions were answered using Pearson Product Moment Correlation and Descriptive Statistics while the hypotheses were tested at 0.05 level of significance also using Pearson Product Moment Correlation statistics.

RESULTS

The results obtained are presented below:

Research Question 1: What is the relationship between on-the-job training and service delivery in higher institutions in Rivers State?

Table 1: Relationship between on-the-job training and service delivery in the libraries of higher institutions in Rivers State

Variable	Mean	SD	n	r
On-the-job Training	19.663	2.974		
Service delivery	19.995	2.918	362	-0.051

Table 1 above shows the results of data analyzed from respondents on the degree of availability of on-the-job-training in higher institutions in Rivers State as well as its

relationship with service delivery of staff in these institutions. In answering research question on: the result shows a mean score of 19.663, the standard deviation of 2.974 and 19.995 and 2.918 for on-the-job training and service delivery respectively. It also shows the ($r = 0.05$) which is a negative and very weak relationship between availability of on-the-job training and service delivery in higher institutions. (Ref, decision rule pp. 105)

Research Question 2: What is the relationship between off-the-job training and service delivery in higher institutions in Rivers State?

Table 2: Relationship between of-the-job training and service delivery in higher institutions in Rivers State

Variable	Mean	SD	n	r
Off-the-job Training	16.107	4.401		
Service delivery	16.312	4.003	362	-0.115

Table 2 above shows the results of data obtained from respondents on the degree of off-the-job training in higher institutions in Rivers State as well as its relationship with the service delivery of staff To answer research question two; the result shows that there is a negative and very weak($r=0.115$) relationship between availability on-the-job-training and service delivery higher institutions, The mean score is 16.107 and standard deviation is 4.40. On-the-job training while the service delivery shows scores of 16.312/4.003 for mean and standard deviation respectively

Research Question 3: What are the problems militating against training in higher institutions in Rivers State?

Table 3 Mean score and standard deviation scores obtained for staff responses on the factors militating against capacity development.

S/N	Items	VO	O	S	R	n	Mean	SD	Decision
1.	Inadequate Provision of funds for training	141 (39.0%)	79 (21.8%)	42 (11.6%)	100 (27.6%)	362	2.721	1.240	Accepted
2.	Poor Management Attitude	148 (40.9%)	81 (22.4%)	65 (18.0%)	68 (18.8%)	362	2.854	1.150	Accepted
3.	Weak policies	191 (52.8%)	124 (34.3%)	27 (7.5%)	20 (5.5%)	362	3.343	0.841	Accepted
4.	Inadequate training	180 (49.7%)	121 (33.4%)	37 (10.2%)	24 (6.6%)	362	3.262	0.893	Accepted
5.	Inadequate motivation	121 (33.4%)	36 (9.9%)	120 (33.1%)	85 (23.5%)	362	2.533	1.179	Accepted

6.	Corrupt practices	236 (65.2%)	93 (25.7%)	18 (5.0%)	15 (4.1%)	362	3.519	0.774	Accepted
Grand Mean		3.039							

Table 3 shows the results of data obtained from respondents on the problems militating against staff capacity development in higher institutions in Rivers State. However, majority of the respondents agree to items 1-6, with their mean scores greater than or equal to the criterion mean (2.5), while just a few of the respondents disagreed with the items. The grand mean of 3.039 implies that inadequate provisions of funds for training, poor management attitude, weak policies, inadequate staff training, inadequate staff motivation, and corrupt practices to a high extent militate against staff capacity development in higher institutions in Rivers State.

Hypothesis 1: There is no significant relationship between on-the-job training and service delivery in higher institutions in Rivers State.

Table 4: significant relationship between on-the-job training and service delivery in the libraries of higher institutions in Rivers State

Variables	Mean	SD	n	R	P-value	-	Decision
On-the-job training	19.663	2.974	362	-0.051	0.337	0.05	Not Sig.
Service delivery	19.995	2.918					

Table 4 above shows the results of data obtained from respondents on the degree of availability of on-the-job training in higher institutions in Rivers State as well as its relationship with service delivery of staff in these institutions. To test hypothesis one: the result further shows that there is no significant relationship between on-the-job training and service delivery in higher institutions in Rivers State ($p=0.337$, $P>0.05$). Therefore, null hypothesis one is retained at 0.05 level of significance. Since the $p=0.337$ is higher than the chosen alpha (0.05) we reject the alternative.

Hypothesis 2: There is no significant relationship between off-the-job training and service delivery in higher institutions in Rivers State.

Table 8: Relationship between off-the-job training and service delivery in higher institutions in Rivers State.

Variables	Mean	SD	n	R	P-value	-	Decision
Off-the-Job Training	16.107	4.401	362	-0.115	0.029	0.05	Sig.
Service delivery	16.312	4.003					

Sig. - Significant

Table 4.8 above shows the results of data obtained from respondents on the degree of on-the-job training in higher institutions in Rivers State as well as its relationship with the service delivery of staff. To test hypothesis two; result shows that there is a significant relationship between on-the-job training and service delivery in higher institutions in Rivers State ($p=0.029$, $P < 0.05$). Therefore, null hypothesis two is rejected at 0.05 level of significance. Since $p=0.029$ which is less than the chosen alpha (0.05) level of significance, the null hypothesis was rejected and the alternative hypothesis was accepted.

Summary of Findings

The findings of this study are summarized as follows:

1. There is a very weak, negative relationship between on-the-job training and service delivery in higher institutions in Rivers State and the relationship is also not significant.
2. There is a very weak, negative relationship between off the-job training and service delivery in higher institutions in Rivers State, but the relationship is significant.
3. Inadequate provisions of fund for training, poor management attitude weak policies, inadequate staff training, inadequate staff motivation and corrupt practices to a high extent militate against staff capacity development in higher institutions in Rivers State

Discussion of Findings

The results presented in the previous session are discussed below.

Relationship between On-the-job Training and Staff Service Delivery in Rivers State Higher Institutions libraries.

The result of the finding on this set of variables indicates that there is no significant relationship between on-the-job training and service delivery in higher institutions in Rivers State. This is to say that on-the-job training would hardly be a useful tool in driving capacity development if we were to achieve service delivery among staff. The reason behind the ineffectiveness of on-the-job training in driving service delivery could be because of the continuous presence of the senior staff in guiding the junior staff who may see it as an unfair act of monitoring his activity by the advanced staff. Also, the call to learn on the job makes it difficult to achieve service delivery since the staff tends to indulge in abstract, theoretical learning instead of focusing on practical hands-on experience with the job environment and other factors. However, Surbhi. (2015) suggests contrary to this in saying that in-service training provides ample opportunity for staff to foster their skills.

The findings of Surbhi, (2015) also agree with those of Maaleki, (2018) and Ekere, (2014); where they also indicated that practical, hands-on learning is more relevant to capacity building and service delivery than theoretical knowledge. The result implies that the library staff does not receive adequate on-the-job training

Relationship between Off-the-job Training and Staff Service Delivery in Rivers State Higher Institutions Libraries

There is a significant relationship between on-the-job training and service delivery in higher institutions in Rivers State. In essence, the opportunities to go out of the work environment and attain skills to better function within the work environment could greatly aid capacity building and hence service delivery amongst higher institution staff. Off-the-job training could be effective in driving service delivery in that it exposes staff of higher institutions to new ways of doing things which are alien to their primary work environment. Off-the-job training such as seminars, job-related trips etc. would also afford the staff new knowledge on topics both within and related to their working field. A major deterrent to this method of capacity building is the fact that it might be expensive as agreed by Sunday, (2016)

Based on the result of the analyses, it is pertinent to adduce that the on-the-job training is not really adequate and should be improved on.

Educational implications of the study

The findings of this study obvious implications on host institutions (managements), heads of libraries, staff of libraries, students, researchers and other library users alike, The finding that there is no significant relationship between on the-job training and service delivery in higher institutions in Rivers State has the implication that the service delivery of staff of libraries of higher institutions in Rivers State is not dependent upon on-the-job training. There is also the

implication that senior staff needs not do too much in-service training for junior staff as there is little or no relationship between this trainings and their service delivery. The finding further implies that host institutions need not invest in the on-the-job training of staff as such training would almost be a waste of resources. It would also mean that ongoing investments and funds directed towards the on-the-job training of library staff should be terminated or withdrawn. On the heads of libraries and senior library staff, the implication of this finding is that other ways to improve staff service delivery and/or encourage service delivery among library staff other than on-the-job training should be explored. It also implies that previous efforts to train library staff on the job should be directed at something more productive and useful. For students and researchers, this finding would mean that working in a library with staff who are not undergoing on-the-job training would not necessarily affect their satisfaction with library usage since on-the-job training does not so much affect service delivery of staff.

On-the-job training was found to be of significant effect on the service delivery of library staff in higher institutions in Rivers State. The implications of these are as numerous as those to whom it is significant. For the staff of libraries of higher institutions, this finding implies that to achieve effectiveness in library service or be an effective staff, one must undergo a once-in-while off-the-job training. Therefore, every library staff who must be effective must at one point or the other go through some form of training or the other whether during vacations or leaves. More so, it implies that if a library staff would be qualified for a promotion or employment in a better field; off-the-job training aimed at improving effectiveness should be taken as a matter of utmost urgency. The implication of this finding on the heads of libraries is that they should introduce training (seminars, workshops, leaves of training etc) outside the work environment for their library staff to improve or encourage effectiveness. It also implies that more effort should be put into organizing training for their staff on capacity development programmes outside the work environment. The implication of this finding on the host institution is that library staff who undergo off-the-job training would be more effective than those who don't and thus such staff should be considered quicker at employment or promotions seasons. For library users, students and researchers, the study implies that libraries with a higher number of staff members undergoing off-the-job training would be best for their research and studies also imply that it would be easier to work in a library where the staff undergo off-the-job training than it would be in a library where the staff are not so trained, because the level of effectiveness of such staff.

The final finding in this study states that inadequate provisions of funds for training, poor management attitude, weak policies, inadequate staff training, inadequate staff motivation, and corrupt practices to a high extent initiate staff capacity development in higher institutions in Rivers State; this implies that library management. Senior staff heads of libraries etc. have a lot of work to do in curbing these challenges. It implies also that to achieve, effectiveness in library service delivery, a lot of effort must be into understanding each of the militating factors specifically and appropriate actions taken to eradicate them.

For library staff, the implication is simply an understanding of the possible reason for under developed capacity, one would therefore expect that library staff would act in contract to this militating factor in order to achieve capacity development.

For students, researchers and library users this finding implies that in order to enjoy satisfaction in library usage, there is a need to look into the above mentioned problems and avoid them as much as possible. It also implies that if in any library institution, staff capacity development is not obtainable one or more of these reasons may be responsible for it.

Conclusion

The importance of capacity development strategies in the performance of employees cannot be overemphasized especially when it comes to training to improve their work efficiency and the organization's productivity, Service delivery can be improved through on-the-job and off-the-job training. This finding is in line with Okoro (2007) that efficiency and adequacy in library services delivery will not only enhance teaching and study, equally a conducive round for research and continual extension of knowledge through the human race. The study also found that inadequate of funds for training, poor management attitude, weak policies, and inadequate stall training militate against training in these institutions.

From the findings of this study, it is obvious that capacity development can generally influence both staff and organizational performance or service delivery. From the research findings. It can be concluded that the success of an organization depends on a large extension of training as a means of capacity development. The study found that as organizations develop their core competencies and include them in the organizational business objectives, the operational processes that include capacity development strategies are important in the delivery of the organization's core functions and objectives.

Recommendations

The researcher made some recommendations as listed below:

1. There should be training and retraining of employees in the education sector, especially the librarians to be up-to-date with the latest skill and knowledge needed to display professionalism in the workplace.
2. Similar study can be carried out using public libraries.
3. This study can be replicated using libraries in other states.

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Development on the Population of the Study

Name of Institution	Number of Staff
University of Port Harcourt, Choba	134
Rivers State University, Port Harcourt	54
Ignatius Ajuru University, Rumuolumeni	36
Elechi Amadi Polytechnic, Rumuola	30
Ken Saro - Wiwa Polytechnic, Bori	29
Oil & Gas Polytechnic, Bonny	19
College of Education (Tech), Omoku	19
College of Health Technology, Rumueme	15
School of Nursing, Rumueme	16
TOTAL	362