RELATIONSHIP BETWEEN PERSONNEL MANAGEMENT AND JOB PERFORMANCE IN UNIVERSITY LIBRARIES IN BAYELSA AND RIVERS STATES, NIGERIA

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Abstract

Purpose: This paper examines the relationship between personnel management and job performance in University Libraries in Bayelsa and Rivers States, Nigeria.Four research questions and four hypotheses guided the study.

Design/Methodology/Approach: The study adopted survey and simple linear correlation research designs. The method of data collection was the questionnaire method. The mean, standard deviation and Pearson (r) using one sample t-testwere used to analysis the data.

Findings: The findings revealed that; the level of staff job performance in the university libraries in Bayelsa and Rivers State is good. It indicates that the staff exhibit high level of commitment to job and fulfills assigned responsibilities. And that there is a moderate positive and significant relationship between methods of staff recruitment and job performance of library staff in the university libraries studied, among other findings.

Implications: From the study, it was discovered that in staff selection and recruitment work experiences was considered in a very low extent during library staff selection and recruitment. Most of the respondents reported that library qualification was considered a low extent during staff selection and recruitment. Library professional body membership, computer literacy and number of publications published by the staff in recognized library journals is considered in a low extent by most of the staff during selection and recruitment.

Originality: Based on the findings, some recommendations were made to include; for effective staff job performance, university management and university librarians should put in place things that will enhance high job performance in the library, such as providing library service bus for easy transportation to work and conferences and also take staff welfare seriously. University libraries should recruit qualified library staff without considering their states of origin in order to select the most qualified library staff for high job performance among others.

Keywords: Job Performance, Personnel Management, University Libraries, Bayelsa State.

Introduction

The university library plays a significant role in the development of universities in Nigeria. It is the hub and nerve centre of activities of universities. It is the responsibility of the university library to provide information materials needed for all the academic programmes of the parent body. The information needs of the patrons are ever increasing and varied, and the university library is expected to provide the various information needs of the users. In fact the university library is expected to meet up with the National Universities Commission (NUC) and Professional Accreditation requirements for all the academic programmes in the university.

To enable the university provide adequate support expected of it, qualitative and quantitative staff or personnel is imperative. In all university libraries, there must be personnel of all categories, ranging from librarians to the cleaners, to carry out the routine activities of the library. The personnel are very important assets in the university library. For the smooth running and effective services of the university, the personnel must be properly managed. Personnel management is vital to the success of any organization especially university libraries

with various faculties and departmental libraries.

To achieve the objectives of the university library, personnel are needed to perform their jobs. Job performance is the way employees perform their work. It is an important criterion that relates to organizational outcome and success (Ugwu&Ugwu, 2017). Job performance in a library is not solely geared towards meeting users' information needs but also serves as criteria for promotion (Saka& Salman, 2014). However, Boluade (2004) opined that in a situation where poor performance is noticed from employees or employees' performance is below expectation, it would be assumed that the management is unable to recruit qualified staff, provide working materials, handle staff properly, etc.

Job performance is the discharge of statutory duties or functions based on workers field of specialization. The performance of statutory duties are geared towards the attainment of an organization's objectives (Saka& Salman, 2014). Job performance is the way employees perform their works. Oduwole (2004) describes job performance as how one carries out the tasks, duties and responsibilities associated with a particular job. It is considered as an output of a staff on the job, measurable in terms of quality and quantity of job performed.

Hence, personnel management will influence the job performance of library staff in a library. Ugwuanyi and Igbokwe (2014) define management as the process of allocating an organization's inputs (human and materials resources) by planning, organizing, directing and controlling for the purpose of producing output (goods and services), desired by the customers so that the organization's objectives are accomplished. Management involves planning, coordinating, directing, controlling, budgeting and supervising of all the activities of an organization to achieve the desired optimum goals.

Personnel management is the entire spectrum of an organizations interaction with its human resources from recruitment activity to retirement process. It involves personnel planning and forecasting, selection and staffing,

training and development, appraising human performance, maintenance and improvement of performance and productivity (Wilson, 2016). Lawal (1993) defines personnel management as the effective and efficient utilization of human resources to accomplish the predetermined objectives of a company. It involves the selection, recruitment, training and development, and motivation of the personnel in the organization.

Achieve its desired goals and satisfy the information needs of its patrons. It is an integral part of management that is concerned with the human resources. Thus, for the university library to achieve its desired goals, there are personnel management variables that tend to affect library staff job performance. These personnel management variables to be considered are recruitment / selection, training and development, motivation, discipline, and performance appraisal.

Statement of the Problem

Personnel management is vital to university libraries like other organizations or departments in a university. In any organization or institution of higher learning, when the personnel are properly managed, it will lead to increase in job performance and efficient services. Especially in a university library, where there are different categories of staff with different levels of qualifications, there is need for proper management of staff. Hence, it is necessary to identify personnel management variables that will influence staff job performance such as recruitment, training and development, motivation, discipline and performance appraisal.

In recent years, it has been observed that the level of commitment and job performance by library staff have declined. Not all the library staff benefit or are exposed to the different staff training and development programmes in their universities. Again, it is not all library staff that are sponsored to attend conference and workshops by their institutions. The attitude of some library staff reveal some levels of indiscipline such as: lateness to work, closing before time, absenteeism without permission, insubordination, lack of interest, etc. More so, some library staff also believe that staff

appraisal is mainly for promotion and normal increment in salary and as such those that have reached "the bar" in grade level are reluctant to work and sometimes, do not fill appraisal forms; they feel that it is not necessary to fill appraisal forms because there is no motivation.

Consequently, this study is imperative as it investigates personnel management variables and library staff job performance in university libraries and the variables are recruitment, training and development, motivation, discipline and performance appraisal.

Scope of the Study

This study investigated the relationship between personnel management and staff job performance in university libraries in Bayelsa and Rivers States, Nigeria. The study equally covered all the university libraries in Bayelsa and Rivers States namely: Niger Delta University (NDU), Wilberforce Island; Federal University, Otuoke (FUO); University of Africa, Toru-Orua (UOA); University of Port Harcourt (Uniport), Choba; Rivers State University (RSU), Nkpolu-Oroworukwo, Port Harcourt; and Ignatius Ajuru University of Education (IAUE), Rumoluemene, Port Harcourt.

Research Questions

The following research questions were posed to guide the study:

1. What is the level of personnel job performance in the university libraries in Bayelsa and Rivers States?

2. What is the extent of relationship between methods used for personnel recruitment and staff job performance in the university libraries in Bayelsa and Rivers States?

3. What is the extent of relationship between staff training and development programmes and staff job performance in the university libraries in Bayelsa and Rivers States?

4. What is the extent of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States?

Hypotheses

The following null hypotheses are formulated for this study and tested at 0.05 level of significance:

H_{01}: The mean score of the level of library personnel job performance in the university libraries studied is not significant.

H_{02}: There is no significant relationship between methods of staff recruitment and job performance of library staff in the university libraries studied.

H_{03}: There is no significant relationship between staff training and development and job performance of library staff in the university libraries studied.

H_{04}: There is no significant relationship between staff motivation and job performance of library staff in the university libraries studied.

Literature Review

University Library

University library is a library that exists in a university to support teaching, learning and research. It is usually managed by a University Librarian who is responsible to the Vice Chancellor for the general administration of the library. The university library is the principal instrument of the university in the conservation of recorded knowledge and advance of knowledge (Ottong&Edem, 2006). Staff of the university library comprises of professional, para-professional and support staff. Hence, all categories of staff are needed in the university library for the day-to-day functions and services of the library, whether the library is automated or not. Furthermore, it is the responsibility of the University Librarian to ensure that reliable, experienced, intelligent, competent, versatile and skillful people are employed in the university library.

The university library is an indispensable resource in the educational development of any country. Furthermore, the library has the responsibility to organize the materials and make them available and accessible to patrons, secure the materials, charge and discharge library materials, attend to all users, provide reference services, digitization of information

resource, etc. The university library is also expected to market its services and facilities. The primary goals of the university library are to support teaching, learning and research needs of the university community and other researchers that may come to the library (Blakes, Fyneman&Edonkumoh, 2018:4).

University library is a type of academic library. It is the heart and life-wire of the university. The university library has legal status of existence. The law that guides the university also makes provision for the existence of the library in that institution. The essence of the university library is to support teaching, learning and research to students, lecturers and the university community. It is the most important resource in an academic institution. There is no university without a library. No matter the size of the university, there must be a library with personnel and resources. Hence the functions of the university library as stated by Nwosu (2000:28) are as follows:

1. Provision of Information resources such as textbooks, reference books and serial publications:
2. Organization for easy retrieval and accessibility of information resources, the materials are catalogued and classified:
3. Provision of Reference Services
4. Provision of Loan Services
5. Cooperation with other libraries
6. Provision of Conducive environment for study

Consequently, Agboola and Bamigboye in Akanwa and Udo-Anyanwu (2017) stated that the quality and strength of an academic programme depends on the library, not the library as a magnificent building, but the use of it. Aina (2004) stated that the university library is the best developed library in Africa and better funded compared to other libraries. However, some university libraries are opened for 24 hours in order to satisfy the information needs of students especially during examinations. Apart from its tripartite functions, according to Edom (2012:22), it also does the following services:

i. The provision of study facilities in a useful variety of accommodation and location, so designed as to be conducive for scholarly works.

ii. The circulation of information resource some of which are under various degrees of controlled access in order to make materials easily accessible to members of academic community.

iii. Provision of assistance to readers in the use library resources.

iv. Selection of information resources to be acquired and subsequent acquisition - through all legal means.

v. Relate with other libraries in order to develop a network of academic resource and effect service to library users.

vi. Provision of information resources in general support of research and advanced study for academic staff and post-graduate students.

vii. Carry out library orientation and provide the use of library education to library users.

Furthermore, Ottong and Edem (2006:22) posit that the foundation functions of the university library are as follows:

- As an agency for teaching, research.

- As a conservation of knowledge.

- Provision of bibliographic materials needed by students and faculty.

Job Performance

Job performance as a concept has been defined severally by different authors. Job performance is the discharge of statutory duties or functions based on workers field of specialization. Hussin (2011) described job performance as the observable behaviour that people do in their jobs that are relevant to the goals of the organization. Job performance is of interest to organizations because of the importance of high productivity in the work place. The performance of statutory duties are geared towards the attainment of an organization's objectives (Saka& Salman, 2014), the authors further added that job performance in a library is not geared towards meeting user's information

need but also serve as criteria for promotion. In the same vein, Bonsu and kusi (2014) defines job performance as a process, which entails a number, or series, of behaviours directed towards the achievement of some predetermined goal. Oduwole (2004) described job performance as how one carries out the task, duties and responsibilities associated with a particular job. It is considered as an output of a staff on the job, measurable in terms of quality and quantity of job performed.

Job performance as an extent with which the day to day work is being carried out. Johari and Yahya (2009) stated that job performance has become one of the significant indicators in managing organization performance. Thus, Abdel-Razek (2011) posits that job performance is the effort made by and employee within an organization in order to achieve particular pre-determined results through the use of available resources. Schermerhorn, Hunt and Osborn (2005) posits job performance as the quantity and quality of the achievement that an individual or a group contributes to the organization.

Job performance in the university library varies from unit to unit. The work in acquisition varies from the work in cataloging and classification unit. Moreover, within the cataloguing and classification unit, the work varies. There is cataloguing, classification, end processing and delivering to either circulation or faculty libraries. The different categories of personnel in the library also perform different jobs. The professional's heads unit, mostly administrative duties. Moreover, Saka and Salman (2014) stated that the job responsibilities of professionals are; online selection, ordering and acquisition, automated circulation of information resources, online public access catalogue, providing online reference services and digitization of information resources. And that of Para-professional staff job responsibilities are ending processing, word processing and assisting professionals staff to discharge their duties.

Moreover, Ufuophu-Biri and Iwu (2014) describes Job performance as the engine that drive productivity but other factors such as motivation and skill lubricate the engine. Job

performance leads to quality library services when library personnel performs their jobs effectively, library will render efficient and effective services. Job performance is the accumulated results of activities than an employee performs (Robbins &Coutler, 2013).

Job performance is the total expected value to the organization of the discrete behaviour. According to the study by Bitagi and Idris (2013) major motivational factors enhanced the job performance of library personnel in Federal University of Technology, Minna.

Na'angap (2012) studied job satisfaction and job performance of library personnel of National Library of Nigeria. The library personnel who are librarians and paraprofessional from the professional departments of the library was used. The purpose of the study was to find out their level of job satisfaction, level of job performance and relationship between their job satisfaction and job performance. A descriptive research design was used for the study with a population of 413 library personnel from five professional departments of the National library. No sampling was done in the corporate headquarters. A multi-stage sampling technique was used for the state branches which altogether; a population of 240 (58%) library personnel from the professional departments of the library was derived. The instrument for data collection was questionnaire. Mean, correlation coefficient and frequency tables were used to analyze data. The findings from the study revealed that library personnel are generally satisfied with their job but not satisfied with their salary and also their overall job performance is average. The relationship between their job satisfaction and job performance shows that there is a strong positive relationship between salary, responsibility and relationship with job performance, a weak negative relationship between work-itself and job performance and a negative relationship between growth/advancement and recognition and job performance.

Although, both studies are interested in determining job performance of library personnel, Na'angap studied job satisfaction as one of the variables, while the present study

focused on personnel management. The reviewed study focused on national library while the present study focused on university libraries. The reviewed study examined only librarians and para-professionals whereas the present study examined the all library staff. The reviewed study used questionnaire to collect data while the present study used likert scale to collect data.

Personnel Management

Personnel management is a vital task for the success of any organization including the university library. Personnel is the most important asset in an organization. It is the personnel that organizes and co-ordinates all other resources or factors of production in an organization to achieve the desired goal. In the university library, whether the library is digitalized or automated, personnel is needed to do or carryout the routine activities of the library. It is the personnel that will design and use the computers to render library services. Managing personnel in any organization is the most difficult and important task in the organization. Effective management of personnel will help an organization to achieve its desired goals and objectives. Thus, in the university library, the University Librarian is expected to recognize the needed personnel, select and recruit, train and develop and hold them for a thriving organization.

Personnel management involves the selection, recruitment, training and development of the needed labour force. It is how the manger plans for, gets developed, uses (and loses) the people, he must have to do the job for which he is responsible. The administrator decides, organizes, plans, controls, communicates and directs (Ugwuanyi&Igbokwe, 2014).

The Institute of Personnel Management (UK) (1963) defines personnel management as the part of the management function which is primarily concerned with people at work and with the relationship within an enterprise. Furthermore, Cole (2002) viewed personnel management as the primary activities of specialist staff responsible for implementing the key objectives of the organization in respect of its use of people (employee). Personnel administration involves the ways of organizing

and treating individuals at work so that they will each get the greatest possible realization of their intrinsic abilities, hence attaining maximum efficiency for themselves and their group and thereby giving the enterprise of which they are part its determined competitive advantage and optimum result.

The functions of a personnel department and the personnel manager are as follows: recruitment, selection, training and development, job evaluation with salaries/wages; formulation of manpower policies, provision of data for planning and decision making, co-ordination of performance appraisal, promotion of organizational communication, industrial relations, personnel research, health and safety administration, and discipline (Bamgbose & Ladipo, 2017).

Personal management is the effective and efficient utilization of human resources to accomplish the pre-determined objectives of a company. Stebbins (1996) saw personnel management as the activity that brings human resources into a kind of dynamic organization which accomplishes its goal through provision of opportunities for maximum individual contribution under desired working relationship contributions. According to him, it includes selection, allocation, utilization and development of employee as well as improvement of working conditions to obtain maximum productivity and efficiency under specifically emphasized consideration for individual and human elements.

Hence, Yarki (2014) describes personnel administration in the public school as the process of getting qualified personnel to provide instructional services necessary for the achievement of the goals of the school system. Thus, Wilson (2016), opined that personnel administration aims at effective utilization of human resource to achieve maximum result. Personnel management can simply be defined as the process by which a personnel manager or administrator plans, selects, recruits, trains and develops, motivates and disciplines staff to achieve desired objectives in an organization. In the university library, the university librarian is the chief administrator of the library.

Babayi and Ijantiku (2016) examined "Personnel management and job satisfaction in academic libraries: A case study of the Federal College of Education, Yola, Adamawa State." The main objectives of the study was to determine the methods used for personnel recruitment, determine the level of staff development, identify the motivational factors of the library personnel, determine the level of job satisfaction, and needs of the personnel, and accesses allowances/pay packages of the personnel. Survey research was the method adopted for the study. The target population of the study was 18 library personnel in the Federal College of Education, Yola. Questionnaire was the main data collection instrument and descriptive statistics was used for data analysis. Their major findings are: majority of the library personnel was recruited before starting the job, majority of the staff were trained before starting the job and the staff were sponsored for in service training progamme. Their findings reveal that promotions and refresher courses motivate library personnel, majority of the library personnel were satisfied with their present job, and only few of the staff were given soft loan as well as welfare allowances.

Similarly, Adebayo, Adeniran, Fagbohun, and Osayande (2018) carried out a study titled: Investigating occupational burnout in library personnel in university libraries in Ogun State, Nigeria. The objectives of the study were to find out if library personnel in academic libraries in Ogun State, do experience occupation burnout, highlight the perceived causes of occupational burnout, identify the consequences of occupational burnout on the library surveyed and strategies to mitigate burnout syndrome among library personnel. A descriptive survey method was adopted for the study, two hundred and thirty six (236) copies of structured questionnaire were administrated and two hundred and twenty-one (representing 93.6% response rate) were retrieved. Analysis and interpretations were done using descriptive statistics. One hypothesis was tested using Pearson Correlation. The result of the study revealed that the causes of occupational burnout among library personnel sampled ranged from inadequate resources to work with, rigid working hours and policies. They concluded that the level of commitment of the library personnel could be determined by the nature of prevailing policies in the institution.

Methodology

The study adopted survey and simple linear correlation research designs. In the use of survey research design, the researcher tries to answer research question one which aims at determining the level of library personnel job performance in the university libraries in Bayelsa and Rivers States using mean and standard deviation, while in the use of simple linear correlation research design, the researcher tried to establish the magnitude and direction of the linear relationship between the variables for answering research two to six using simple correlation statistics like Pearson r. survey research gathers data from members of a population in order to determine the current status of that population with respect to one or more variables (Ifidon & Ifidon, 2007). The correlation design is a view to ascertaining the extent of relationship that exist between the aspects of personnel management and job performance of library staff. According to Obadan (2012), correlational studies seek to establish what relationship exists between two or more variables using samples drawn from the population of the study. It also adopted survey design.

RESULTS

Research Question 1: What is the level of library personnel job performance in the university libraries studied?

Table 1: Descriptive analysison the level of library personnel job performance in the university libraries studied

Sample Size (n), Summation ($\sum X$), Mean ($\overline{X}$), Standard Deviation (S), and Remarks

S/N	Item Statement	n	$\sum X$	$\overline{X}$	S	Remarks
1	Fulfils assigned responsibilities and abilities	299	829	2.77	.917	Agree
2	Displays initiative, resourcefulness, creativity and productivity	299	911	3.05	.745	Agree
3	Demonstrates skills in planning, organization and evaluation	299	619	2.07	1.071	Disagree
4	Adapts and implement new methods and technology to provide improve services	299	843	2.82	.931	Agree
5	Has good knowledge of library trends and issues and applies this knowledge to professional practice	299	812	2.72	1.063	Agree
6	Demonstrates clear understanding of library politics and operations	299	807	2.70	.857	Agree
7	Make contribution which improves the intend operations of the library department	299	974	3.26	.842	Strongly Agree
8	Communicate effectively	299	972	3.25	.977	Strongly Agree
9	Consult with supervisor and co-workers as necessary	299	918	3.07	.972	Agree
10	Demonstrate initiative as appropriate	299	913	3.05	.907	Agree
11	Deals effectively and professionally with employees in other areas or sections	299	883	2.95	.940	Agree
12	Deals appropriately with sensitive situations	299	968	3.24	.773	Agree
13	Exhibits high level of commitment to job	299	776	2.60	.823	Agree
14	Demonstrates appropriate knowledge of library goals and policies	299	810	2.71	.859	Agree
15	Is available and accessible to co-workers and supervisor	299	986	3.30	.765	Strongly Agree
	Cluster/Pooled Mean			**43.55**		**Agree**
	Mean of Item Means			**2.905**		**Agree**

Table 1 showsmean scores onthe level of library personnel job performance in the university libraries studied. With regard to the item decision mean, the result indicated that items 7, 8 and 15 were considered to be strongly agree, items 1, 2, 4, 5, 6, 10, 11, 12, 13 and 14 were considered as agree, while item 3 was seen as disagree. The values of standard deviations compared to the various values of the means are small, which indicates that each item's rating scores are homogeneous through skewed. The cluster mean is 43.55, revealing that the level of library personnel job performance in the university libraries studied is good.

Hypothesis 1: The mean score of the library staff on the level of personnel job performance in the university libraries is not significantly greater than the average mean of 37.5.

Table 2: Inferential statistics on the level of library personnel job performance in the university libraries

Sample Size (n), Mean ($\overline{X}$), Standard Deviation (S), Standard Error (SE), degree of freedom (df), one sample t-test statistics and Decision

n	$\overline{X}$	μ	S	S.E	df	t_{cal}	$t_{tab.}$	Decision
299	43.55	37.5	6.108	0.353	298	**17.124**	**1.645**	Fail to Accept Ho$_1$

In table 2, the test of hypothesis indicated that the t-calculated value of 17.124 is greater than the t-tabulated value of 1.645. Hence, failing to accept the null hypothesis but its alternative was accepted, entailing that the mean score of the library staff on the level of library personnel

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job performance in the university libraries is not significantly greater than the average mean of 37.5. This indicates that the level of library personnel job performance in the university libraries is agreed by the respondents and it is significantly above average rating.

Research Question 2: What is the extent of relationship between methods used for personnel recruitment and staff job performance in the university libraries in Bayelsa and Rivers States?

Table 3: Summaries of descriptive bivariate coefficient of relationship between methods used for personnel recruitment and staff job performance in the university libraries in Bayelsa and Rivers States

Variables (V:X&Y), Sample Size (n), Summation ($\sum$), Sum of Squares (SS), Sum of Products (SP), Variance (S^2), Covariance (Cov.), Pearson r (r), and Remarks

V	N	$\sum$	SS	SP	S^2	Cov.	r	Remarks
X	299	13021	11116.047		37.302			Moderate
				3190.174		10.705	**0.58**	Positive
Y	299	4966	2725.217		9.145			Relationship

Magnitude of Relationship = Moderate
Direction of Relationship = Positive
Percentage Coefficient of Determination = 33.64%

Table 3 showed the magnitude and direction of the bivariate coefficient of relationship between methods used for personnel recruitment and staff job performance in the university libraries in Bayelsa and Rivers States. Through the sum of squares and sum of products values, or through the variance and covariance values, a coefficient of 0.58 is realized. The coefficient of 0.58 shows that there is a moderate relationship between methods used for personnel recruitment and staff job performance in the university libraries in Bayelsa and Rivers States. This indicates that when one variable is present at a certain level, the other also tends to be present at a certain level (the variables seem to occur together at specific levels). The positive sign tells us that a direct relationship exists between the two variables, hence, the variables increase and decrease together. This means that an increase in one variable is related to an increase in the other, and a decrease in one is related to a decrease in the other. Hence, a high score in one variable is associated with a high score in the other variable and a low score in one variable is associated with a low score in the other variable. The percentage coefficient of determination measures the percentage of variation in one variable that is explained by variation in the other variable. The 33.64% of the coefficient of determination in this result indicates that 33.64% of the variation in the values of one variable is due to variation in the values of the other variable. That is, approximately 33.64% of the variation in staff job performance can be explained by the variation in personnel recruitment. The remaining percentage is unexplained variation in the study and could be attributed to other factors that were not involved in the study. The result that can be deducted from the above is that, there is a moderate positive relationship between methods used for personnel recruitment and staff job performance in the university libraries in Bayelsa and Rivers States.

Hypothesis 2: There is no significant relationship between methods of staff recruitment and job performance of library staff in the university libraries studied.

Table 4: Summaries of inferential statistics for the bivariate coefficient of relationship between methods of staff recruitment and job performance of library staff in the university libraries studied

Sample Size (n), Summation (∑), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (df) and t-test of Significance of Correlation between two Variables

V	n	∑	r	α	Df	t_{cal}	t_{tab}	Decision
X	299	13021						
			0.58	0.05	297	**12.258**	**1.96**	Fail to Accept Ho_2
Y	299	4966						

Table 4 presented the test of the bivariate coefficient of relationship between methods of staff recruitment and job performance of library staff in the university libraries studied. This procedure is necessary for drawing conclusions about a population based on data collected from a sample. This procedure allows us to quickly and efficiently decide whether the linear relationship in the sample data is strong enough to use to model the relationship in the population. That is, the purpose of this test is to determine whether the linear relationship that we see between the variables in the sample data provides strong enough evidence to conclude that there is in fact a linear relationship between the variables from the population. From the result, the degree of freedom is 297 and the t-calculated value of 12.258 is greater than the t-tabulated value of 1.96. Since the t-calculated value is greater than the t-tabulated value, the researcher failed to accept the null hypothesis; thus concluding that there is a moderate positive and significant relationship between methods of staff recruitment and job performance of library staff in the university libraries studied.

Research Question 3: What is the extent of relationship between staff training and development programmes and staff job performance in the university libraries in Bayelsa and Rivers States?

Table 5: Summaries of descriptive bivariate coefficient of relationship between staff training and development programmes and staff job performance in the university libraries in Bayelsa and Rivers States

Variables (V:X&Y), Sample Size (n), Summation (∑), Sum of Squares (SS), Sum of Products (SP), Variance (S^2), Covariance (Cov.), Pearson r (r), and Remarks

V	N	∑	SS	SP	S^2	Cov.	r	Remarks
X	299	13021	11116.047		37.302			High
				4377.716		14.690	**0.77**	Positive
Y	299	5027	2939.512		9.864			Relationship

Magnitude of Relationship = High
Direction of Relationship = Positive
Percentage Coefficient of Determination = 59.29%

Table 5 showed the magnitude and direction of the bivariate coefficient of relationship between staff training and development programmes and staff job performance in the university libraries in Bayelsa and Rivers States. Through the sum of squares and sum of products values, or through the variance and covariance values, a coefficient of 0.77 is realized. The coefficient of 0.77 shows that there is a high relationship between staff training and development programmesand staff job performance in the university libraries in Bayelsa and Rivers States. This indicates that when one variable is present at a certain level, the other also tends to be present at a certain level (the variables seem to occur together at specific levels). The positive sign tells us that a direct relationship exists between the two variables, hence, the variables increase and decrease together. This means that an increase in one variable is related to an increase in the other, and a decrease in one is related to a decrease in the other. Hence, a high score in one variable is associated with a high score in the other variable and a low score in one variable is associated with a low score in the other variable. The percentage coefficient of determination measures the percentage of variation in one variable that is explained by

variation in the other variable. The 59.29% of the coefficient of determination in this result indicates that 59.29% of the variation in the values of one variable is due to variation in the values of the other variable. That is, approximately 59.29% of the variation in staff job performance can be explained by the variation in staff training and development programmes. The remaining percentage is unexplained variation in the study and could be attributed to other factors that were not involved in the study. The result that can be deducted from the above is that, there is a high positive relationship between staff training and development programmes and staff job performance in the university libraries in Bayelsa and Rivers States.

Hypothesis 3: There is no significant relationship between staff training and development and job performance of library staff in the university libraries studied.

Table 6: Summaries of inferential statistics for the bivariate coefficient of relationship between staff training and development programmes and job performance of library staff in the university libraries studied

Sample Size (n), Summation (∑), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (df) and t-test of Significance of Correlation between two Variables

V	n	∑	r	α	df	t_{cal}	t_{tab}	Decision
X	299	13021						
			0.77	0.05	297	**20.525**	**1.96**	Fail to Accept Ho₃
Y	299	5027						

Table 6 presented the test of the bivariate coefficient of relationship between staff training and development programmes and job performance of library staff in the university libraries studied. This procedure is necessary for drawing conclusions about a population based on data collected from a sample. This procedure allows us to quickly and efficiently decide whether the linear relationship in the sample data is strong enough to use to model the relationship in the population. That is, the purpose of this test is to determine whether the linear relationship that we see between the variables in the sample data provides strong enough evidence to conclude that there is in fact a linear relationship between the variables from the population. From the result, the degree of freedom is 297 and the t-calculated value of 20.525 is greater than the t-tabulated value of 1.96. Since the t-calculated value is greater than the t-tabulated value, the researcher failed to accept the null hypothesis; thus concluding that there is a high positive and significant relationship between staff training and development programmes and job performance of library staff in the university libraries studied.

Research Question 4: What is the extent of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States?

Table 7: Summaries of descriptive bivariate coefficient of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States

Variables (V:X&Y), Sample Size (n), Summation (∑), Sum of Squares (SS), Sum of Products (SP), Variance (S^2), Covariance (Cov.), Pearson r (r), and Remarks

V	n	∑	SS	SP	S^2	Cov.	r	Remarks
X	299	13021	11116.047		37.302			Very High
				5736.084		19.249	**0.88**	Positive
Y	299	5504	3810.221		12.786			Relationship

Magnitude of Relationship = Very High
Direction of Relationship = Positive
Percentage Coefficient of Determination = 77.44%

Table 7 showed the magnitude and direction of the bivariate coefficient of relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States. Through the sum of squares and sum of

products values, or through the variance and covariance values, a coefficient of 0.88 is realized. The coefficient of 0.88 shows that there is a high relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States. This indicates that when one variable is present at a certain level, the other also tends to be present at a certain level (the variables seem to occur together at specific levels). The positive sign tells us that a direct relationship exists between the two variables, hence, the variables increase and decrease together. This means that an increase in one variable is related to an increase in the other, and a decrease in one is related to a decrease in the other. Hence, a high score in one variable is associated with a high score in the other variable and a low score in one variable is associated with a low score in the other variable. The percentage coefficient of determination measures the percentage of

variation in one variable that is explained by variation in the other variable. The 77.44% of the coefficient of determination in this result indicates that 77.44% of the variation in the values of one variable is due to variation in the values of the other variable. That is, approximately 77.44% of the variation in staff job performance can be explained by the variation in staff motivation. The remaining percentage is unexplained variation in the study and could be attributed to other factors that were not involved in the study. The result that can be deducted from the above is that, there is a very high positive relationship between staff motivation and staff job performance in the university libraries in Bayelsa and Rivers States.

Hypothesis 4: There is no significant relationship between staff motivation and job performance of library staff in the university libraries studied.

Table 8: Summaries of inferential statistics for the bivariate coefficient of relationship between staff motivation and job performance of library staff in the university libraries studied

Sample Size (n), Summation (∑), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (df) and t-test of Significance of Correlation between two Variables

V	N	∑	r	α	df	t_{cal}	t_{tab}	Decision
X	299	13021						
			0.88	0.05	297	**32.154**	1.96	Fail to Accept Ho_4
Y	299	5504						

Table 8 presented the test of the bivariate coefficient of relationship between staff motivation and job performance of library staff in the university libraries studied. This procedure is necessary for drawing conclusions about a population based on data collected from a sample. This procedure allows us to quickly and efficiently decide whether the linear relationship in the sample data is strong enough to use to model the relationship in the population. That is, the purpose of this test is to determine whether the linear relationship that we see between the variables in the sample data provides strong enough evidence to conclude that there is in fact a linear relationship between the variables from the population. From the result, the degree of freedom is 297 and the t-calculated value of 32.154 is greater than the t-tabulated value of 1.96. Since the t-calculated value is greater than the t-tabulated value, the researcher failed to

accept the null hypothesis; thus concluding that there is a very high positive and significant relationship between staff motivation and job performance of library staff in the university libraries studied.

Conclusion

This study is concerned with personnel management and staff job performance in university libraries in Bayelsa and Rivers States, Nigeria. From the study, it was discovered that in staff selection and recruitment work experiences was considered in a very low extent during library staff selection and recruitment. Most of the respondents reported that library qualification was considered a low extent during staff selection and recruitment. Library professional body membership, computer literacy and number of publications published by the staff in recognized library journals is considered in a low extent by most of the staff during selection and recruitment.

In training and development, it was revealed that (opportunities for continuing education programmes for library staff, attending workshop and conferences, in-service training and senior staff membership to junior staff, adequacy of job rotation, selective training of some library staff in specific areas and sponsorship to workshops and conferences) is made available to library staff in a high extent.

Furthermore, in motivation (regular payment of staff salaries and allowances, regular payment of promotion areas and bonus, staff are allowed to air their views in matters affecting their duties, management attending to staff needs promptly, good rapport between library management subordinates and incentives enhancing staff job performance) is provided in a high extent as a way of motivating the staff.

Recommendations

Based on the findings of the study, the researcher recommended that:

1. For effective staff job performance, university management and university librarians should put in place things that will enhance high job performance in the library, such as providing library service bus for easy transportation to work and conferences and also take staff welfare seriously.
2. University libraries should recruit qualified library staff without considering their states of origin in order to select the most qualified library staff for high job performance
3. All categories of library staff should be re-trained and developed for effective library services. University librarians should organize in-service training regularly for all library staff.
4. Financial motivations such as, overtime, arrears and allowances should be promptly paid to staff in order to enhance their job performance.

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