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LIBRARY AND INFORMATION PROFESSIONALS' TRAINING AND JOB SATISFACTION IN ACADEMIC INSTITUTIONS IN ANAMBRA STATE, NIGERIA

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ABSTRACT

This study investigated the effects of continuous training of library and information professionals on job satisfaction in academic institutions in Anambra State, Nigeria. The study adopted a survey research design. The population comprised 129 library personnel in the selected institutions in the state. A complete enumeration sampling technique was adopted for the work. A structured questionnaire was used as the instrument of data collection. The data collected were analysed using correlation analysis, and hypotheses were tested at a 5% level of significance. The findings revealed that there is a significant positive relationship between professional development and administrative support among the library professionals in academic institutions in Anambra State, Nigeria (r=.883; P-value=.000<.05) and there is a significant positive relationship between conference sponsorship and job content among library professionals in academic institution in Anambra State, Nigeria (r=.961; P-value=.000<.05). The study concluded that training of library and information professionals has significant and positive relationship with their job satisfaction. Among others, it was recommended that the management of the academic institution in Anambra State needs to make it a point of policy to professionally develop the library professionals at least once every year, as this will go a long way in improving the administrative support they provide to the libraries and the institutions in general.

Keywords: Continuous training, administrative empowerment, Job content, Job satisfaction, Academic institution

Introduction

The journey towards a "knowledge economy" demands new competencies like team spirit, and co-operation. To reach the destination of the knowledge economy in the library, being the custodian of knowledge, the lifelong learning concept needs to be applied to its workforce. During the last two decades, "lifelong learning" has become one of the most
frequently practiced training circles. This is perhaps an apt response to the rapid changes in the world. In addition, every organisation places utmost importance on the training and development of human capital-the knowledge, skills, and motivation embodied in people (Ashikuzzaman, 2023).

The training and development of an employee are, therefore, regarded as one of the most critical functions of effective resource management and service delivery. Training and development are necessary for the maintenance of the human resource base of the
organisation. The competitive pressures on organisations in today's world require employees whose knowledge and ideas are current and whose skills and abilities can deliver results. As organisations compete and change, training and development training and development become even more important than before (Noe *et al.*, 2023). Employees and employers who must adapt to the myriad changes facing the global workforce must engage in continuous training and development to enhance both job performance and employee satisfaction (Nguyen & Malik, 2023). Training at work is indirectly linked to job satisfaction through affective commitment and improved job performance (Lee, Park, & Kim, 2024). Organisations aiming to achieve strategic goals require a satisfied and motivated workforce to maintain productivity and cohesion (Thomas & Zhang, 2023).

The efficiency of any academic institution depends largely upon how its human resources are motivated, utilised and provided with an adequate and conducive environment to perform their duties. Job satisfaction is that positive or negative attitude or feeling that one has about one's job characteristics. Studies continue to support the assertion that job dissatisfaction, stemming from factors such as poor working conditions, significantly contributes to brain drain in academic institutions. For instance, Anees *et al.* (2021) found that job stress and workload positively affect turnover intentions among university staff, with job satisfaction mediating this relationship. The National Policy on Education (2013) outlines that academic institutions in Nigeria encompass universities, inter-university centres, colleges of education, monotechnics, polytechnics, and specialised institutions such as colleges of agriculture, schools of health technology, and the National Teachers' Institute (NTI). The mission, core values, and goals of higher education in Nigeria include learning, teaching, research, and community services. To achieve these objectives, the policy emphasizes the necessity of libraries and trained library professionals to support academic programmes and research activities (Federal Republic of Nigeria, 2013).

Academic libraries play a pivotal role in achieving the core objectives of academic institutions-teaching, learning, and research by providing access to diverse information resources and services (Adams, 2021). The academic institution should encourage its staff by providing administrative support to them to enable them to embark on staff training and development. Administrative empowerment is an organisational practice that enhances individual roles by involving employees in decision-making processes, thereby leading to successful and effective performance. Empowering employees fosters autonomy and confidence, enabling them to respond swiftly to challenges and contribute to innovation within the organisation. This approach not only boosts morale and job satisfaction but also leads to improved performance and reduced turnover rates (Macildowie, 2023). To live up to expectations and maintain relevance in today's academic society, librarians need to engage in continuous training and development activities, which are vital tools that help them grow and excel within the organisation (Ifijeh & Yusuf, 2020).

Statement of the Problem

Knowledge-driven economies demand higher-level skills in the workforce. The skill of a nation's workforce and the quality of its infrastructure make it unique and attractive in the world economy. A knowledgeable and skilled workforce is essential for economic competitiveness, as it enables the effective application of advanced technologies and innovative practices. This capability allows for the efficient production and global distribution of complex products and services, thereby attracting international

investment and fostering economic growth (World Economic Forum, 2023). It has been observed that during accreditation exercises, some tertiary institutions' academic programmes failed the standard pass mark of 70% because of inadequacy, inefficiency and poor job performance of their librarians and library staff, respectively. The inherent problems of inefficiency, poor job standards and other symptoms of job performance by librarians in the academic library could be attributed to inadequate training and lack of job satisfaction. Thus, the focus of this research is to understand the need for library professional training and development on employee job satisfaction.

Objectives of the Study

The objective of this study is to investigate the impact of continuous training of library and information professionals on job satisfaction in academic institutions in Anambra State, Nigeria. The specific objectives are to:

1. examine the extent of the relationship between professional development and administrative empowerment among library professionals in academic institutions in Anambra State, Nigeria; and
2. ascertain the extent of the relationship between conference sponsorship and job content among library professionals in academic institutions in Anambra State, Nigeria.

Research Questions

The following research questions are designed to achieve the objectives of the study:

1. What is the extent of the relationship between professional development and administrative support among library professionals in academic institutions in Anambra State, Nigeria?
2. What is the extent of the relationship between conference sponsorship and job content among librarians in academic institutions in Anambra State, Nigeria?

Hypotheses

The two hypotheses formulated to guided the study were as follows:

1. HO_1: There is no significant relationship between professional development and administrative support among the library professionals in academic institutions in Anambra State, Nigeria.
2. HO_2: There is no significant relationship between conference sponsorship and job content among library professionals in academic institutions in Anambra State, Nigeria.

Scope of the Study

The scope of this study is limited to the relationship between continuous training and job satisfaction among librarians, paraprofessionals and supporting staff in the public academic institutions in Anambra State, Nigeria. The public academic institutions include all librarians in Nnamdi Azikiwe University, Awka, Chukwuemeka Odumegwu Ojukwu University, Uli, Federal Polytechnic, Oko, Federal Technical College, Umunze and Nwafor Orizu College of Education, Nsugbe. These institutions are owned by either the Federal or State Government.

Review of Related Literature

Continuous Training

Continuous training and career development are essential in this changing world of technology. According to Kubo and Tada (2023), training is a crucial factor in enhancing employee satisfaction, as it equips individuals with a better understanding of their roles and responsibilities. Research indicates that employees who receive ongoing job education or training report higher job satisfaction. Training equips employees with essential skills required for enhanced performance in their job responsibilities. In the context of librarianship, training is crucial for developing the mental capabilities of librarians to face new challenges, especially those introduced by the application of Information Communication Technology (ICT) in processing and disseminating information resources to library users (Adedara *et al.*, 2022). Training is an integral partof vocational or career development and has become a global and pervasive phenomenon in various establishments. Its absence can hinder institutional progress, while its presence

significantly contributes to the success of any enterprise (Demekaa *et al*., 2024).

Organised training programmes ensure that employees acquire skills essential in the evolving job market. In the library sector, having extensive collections and infrastructure without skilled professionals renders such facilities ineffective, akin to glorified warehouses

(Adeola & Lawal, 2023; IFLA, 2024; Ojo & Ezeani, 2023). Therefore, training and development are of utmost importance in the library field, as they enhance staff performance and promote organisational growth.

Job Satisfaction

Job satisfaction is vital if organisations are to attract and retain qualified individuals. Organisations need employees to achieve their goals and to succeed. Organisational challenges like the talent shortage, diverse workforce, and productivity issues, to mention a few, influence the work environment, impacting employee perceptions and morale (Alsharari & Al-Swidi, 2023; CIPD, 2024). Organisations that foster employee satisfaction are more likely to enhance

engagement and reduce turnover (Deloitte, 2024). Job satisfaction is viewed as an essential ingredient in every
profession and among different categories of workforce in any organisation, especially among professional librarians in the public university libraries in Nigeria. Darbar (2015) in his study submitted that the greatest asset of any nation or organisation is its human resources. Her human resources direct, control and manipulate other factors of production to enhance a desired output. The author reiterated that job satisfaction should be an essential part that every human resource professional in any organisation should enjoy while carrying out their duties to enhance their productivity.

Yaya (2019) examined job satisfaction among librarians in public universities in Nigeria. It adopted a survey research design. The population of the study consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. A response rate of 67.2% was achieved. Data were analysed using descriptive and inferential statistics. The study revealed a high level of job satisfaction among librarians in public university libraries in Nigeria. The study concluded that contrary to the general belief of a low level of job satisfaction among librarians in university libraries, it was, however, discovered that it was high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction of its workforce.

Library and Information Professional

The personnel who man the library are referred to as library and information professionals. Thus, the functions of librarians in the academic library system cannot be overemphasized. They are the custodians or managers of the intellectual resources that are stored in the academic institution's library. Also, it is a known fact that they formulate information policies for the smooth running of the library in the institution. Hence, the

institution's authority should adequately cater to the needs of librarians so that they can effectively discharge their traditional roles in the educational sector of the country.

Organisations, whether in the private or public sector, should be concerned with motivation, job satisfaction, and concomitant productivity among their workforce (Robbins & Judge, 2019). Employees, on the other hand, serve as the foundation of any organisation that desires to achieve its stated goals. Without the commitment of librarians, it would be difficult for the library to meet the information needs of its patrons (Anyaoku *et al*., 2023). Hence, university administrators should endeavour to meet the expectations of their employees, especially librarians, if the employees are to remain committed to the organisation in achieving its stated goals and objectives (Okojie, 2014).

Job Content

Robbins and Judge (2023) refer to the work itself as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results. Jobs matched with the competencies that are mentally stimulating and liked by the employees. It has been stated that the content of the work performed by the individual is a vital determinant of whether employees believe that satisfactory performance will result in feelings of accomplishment, growth, and self-esteem, which are likely to lead to job satisfaction (Noe *et al.*, 2023; Robbins & Judge, 2023). It is believed that people prefer jobs that afford them opportunities to utilise their skills and abilities, offer a variety of tasks, allow them freedom to do things in their own way and at their own pace and give them feedback on how they are performing.

Administrative Empowerment

The study of Bailey *et al.* (2018) explained that administrative empowerment is considered one of the most important issues for developing managerial thinking. It is considered a distinctive characteristic of empowerment that seeks to develop employees through increasing their abilities and skills to solve problems. To improve organisational adaptability to emerging challenges, departments have prioritised knowledge management and administrative empowerment-factors dependent on individual capacity, efficiency, and administrative practices. Administrative empowerment equips employees to make decisions,
fosters autonomy, and builds self-efficacy, helping organisations respond to market competition, globalization, and quality demands in the workplace (Harb *et al*, 2023). Meanwhile, knowledge management-driven by empowered leadership-enhances knowledge sharing, supports strategic resource utilisation, and improves organisational performance (Xiang et al, 2021). Together, these practices empower organisations to navigate dynamic business environments and achieve competitive advantage.

Collings *et al.* (2018) argue that administrative empowerment is to empower the members of the team to perform their duties without any feelings of stress. Besides, it also motivates and assists the employees to improve their performance and reduce risks that arise during work. Several studies (Kong *et al.*, 2018) showed that administrative empowerment has benefits for both resorts and employees as follows: Firstly: for resorts, administrative empowerment provides high productivity, low absenteeism and turnover, improvement in the quality of production or services, and achievement of a privileged position, as well as increases competitiveness, cooperation in problem solving and high innovation capabilities. Secondly, for employees, administrative empowerment plays an important role in satisfying the individual needs of self-esteem. It provides the employees with a high resistance to work pressure, high loyalty and affiliation to their resort and a high degree of job satisfaction and responsibility.

Need for Training Library Professionals in the Changing World

There is a paradigm shift from traditional to virtual/digital library services, such that traditional book lending is now replaced by making information resources available to users through virtual means such as mobile devices. Aboh and Yusuf (2020) affirm that in this era of the information age, libraries have re-positioned themselves as repositories and guardians of knowledge. The service delivery of academic libraries is becoming more complex, challenging and dynamic, caused by the advent of ICT and the present digital world. This implies that academic libraries should equip their libraries with ICT facilities and train their personnel on the use of ICT facilities for them to remain relevant in the field of librarianship. To remain competitive in the field of modern librarianship, academic libraries have integrated ICT into the library as no aspect of librarianship is not ICT inclined, be it technical, reference, bibliographic services, or acquisition. Training and development, therefore, are of the utmost importance in the library field.

Methodology

The survey research design was utilised for this research work. The population of this study comprises 129 library personnel who are professional, para-professional in libraries of public higher educational institutions, namely, Nnamdi Azikiwe University, Awka (50), Chukwuemeka Odumegwu

Ojukwu University, Uli (24), Federal Polytechnic, Oko (32), Federal Technical College, Umunze (14), Anambra State Polytechnic, Mgbakwu (3) and Nwafor Orizu College of Education, Nsugbe (6).The complete enumeration sampling technique was adopted for this research work because of the size of the population under study. A structured questionnaire, which was subjected to both validity and reliability tests,

was used as an instrument of data collection. A total of 129 copies of the questionnaire were distributed with the help of two research assistants; 112 copies were retrieved, while 110 copies were used because of mutilation and incomplete responses from two of the collected copies. The data collected were analysed using correlation analysis, and hypotheses were tested at a 5% level of significance.

Data Presentation and Analysis

What is the extent of the relationship between professional development and administrative support among library professionals in academic institutions in Anambra State, Nigeria?

Table 1: Respondents' Distribution on Professional Development/Administrative Support

S/N	Questionnaire Items	SA (5)	A (4)	UD (3)	D (2)	SD (1)	Mean	Decision
	Professional Development							
1	My school helps me to develop my skill.	10	25	-	40	35	2.41	Rejected
2	I am usually sent for professional development.	-	32	-	20	58	2.05	Rejected
3	The place I work cares about improving myself.	15	29	5	31	30	2.71	Rejected
4	I am encouraged to always find ways to improve my abilities in my workplace.	20	35	-	26	29	2.92	Rejected
	Administrative Support							
5	I deploy my skills in supporting the work at the library.	40	40	-	20	10	3.73	Accepted
6	Undergoing professional development improves my contribution in my place of work.	60	50	-	-	-	4.55	Accepted
7	My work is made easier with professional development.	39	41	5	25	-	3.85	Accepted
8	The development programmes I have undertaken have helped me to function better in my workplace.	20	50	12	8	10	3.56	Accepted

Field Survey, 2025

Table 1 shows the distribution of responses from respondents for professional development and administrative support among the respondents. The analysis here is done using mean, with an acceptance threshold of 3, meaning that any questionnaire item with a mean of 3 will be accepted, while those with a mean of less than 3 will be rejected. From the Table, it is seen that the mean scores of questionnaire items 1-4 are all less than 3, and therefore, rejected as applying to the academic institutions in Anambra State, Nigeria, collectively. However, the mean scores of questionnaire items 5-8 are all above 3, and therefore, accepted as applying in the academic institutions in Anambra State, Nigeria.

What is the extent of conference sponsorship and job content among librarians in academic institutions in Anambra State, Nigeria?

Table 2: Distribution of Responses for Conference Sponsorship and Job Content

S/N	Questionnaire Items	SA (5)	A (4)	UD (3)	D (2)	SD (1)	Mean	Decision
	Conference Sponsorship							
1	I get paid for attending conferences.	13	18	7	33	39	2.39	Rejected
2	Attending conferences boosts my CV for promotion.	20	49	13	13	15	3.42	Accepted
3	I am encouraged to attend conferences in my workplace.	22	49	5	24	10	3.45	Accepted
4	Conference attendance makes a difference in my professional development.	14	56	9	19	12	3.37	Accepted
	Job Content							
5	I get to know my work better by attending conferences.	28	50	2	30	-	3.69	Accepted
6	I enjoy what I do more after attending conferences.	19	23	4	26	38	2.63	Rejected
7	The demand of my job is made clearer by going out to interact with others in conferences.	21	34	10	19	26	3.05	Accepted
8	My work is more enjoyable through conference attendance.	11	25	3	31	40	2.42	Rejected

Field Survey, 2025

Table 2 reveals the distribution of responses from respondents on conference sponsorship and job content among librarians in academic institutions in Anambra State,
Nigeria. As seen in Tables 1, 6 and 8, all are rejected because their respective mean scores are less than 3. On the other hand, questionnaire items 2, 3, 4, 5 and 7 are all accepted because of their mean scores being above the benchmark of acceptance, respectively.

Test of Hypotheses

HO_1: There is no significant relationship between professional development and administrative support among the library professionals in academic institutions in Anambra State, Nigeria.

Table 3: Correlations between Professional Development and Administrative Support among the Respondents

		PROFDEV	ADSUPPP
PROFDEV	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	110	110
ADSUPPP	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	110	110

**. Correlation is significant at the 0.01 level (2-tailed).

Field Survey, 2025; SPSS Vs 22

Table 3 shows the correlation analysis for hypothesis one, which states that there is no significant relationship between professional development and administrative support among the library professionals in academic institutions in Anambra State, Nigeria. From Table 3, it is shown that the correlation coefficient as represented by PPMC is .883, and the P-value as represented by Significance is .000. Going by this and because the p-value is less than .05, the null hypothesis is rejected, and the alternate hypothesis is accepted. It is therefore stated that there is a significant positive relationship between professional development and administrative support among the library professionals in academic institutions in Anambra State, Nigeria.

HO_2: There is no significant relationship between conference sponsorship and job content among library professionals in academic institutions in Anambra State, Nigeria.

Table 4: Correlations between Conference Sponsorship and Job Content among the Respondents

		CONSPO	JOBCONT
CONSPO	Pearson Correlation	1	.961**
	Sig. (2-tailed)		.000
	N	110	110
JOBCONT	Pearson Correlation	.961**	1
	Sig. (2-tailed)	.000	
	N	110	110

**. Correlation is significant at the 0.01 level (2-tailed).
Field Survey, 2025; SPSS Vs 22

Table 4 indicates the result of the test of hypothesis two, which states there is no significant relationship between conference sponsorship and job content among library professionals in academic institutions in Anambra State, Nigeria. As seen in the table, the correlation coefficient is .961 while the p-value is .000. As a result of this result (p-value < .05), the null hypothesis is rejected, and the alternative is accepted instead. It is therefore stated that there is a significant positive relationship between conference sponsorship and job content among library professionals in academic institutions in Anambra State, Nigeria.

Conclusion

Employees are sacrificed to the achievement of goals and objectives in organisations, and this is even more evident in service-rendering institutions like the academic institutions studied. The performances of the employees are, however, subject to what they know and how efficiently they execute their duties. That level of training, development, workshops and seminars they have attended goes a long way in improving their performance; hence, this study examined the role of training of library and information professionals in improving job satisfaction in a changing world. After the analysis carried out on the data collected, the study concludes that the training of library and information professionals has a significant and positive relationship with their job satisfaction. This is on the strength of the hypothesis tests carried out, which showed that the independent variables have positive and significant relationships with the dependent variables.

Recommendations

Following the findings of the study, it is recommended that:

1. The management of the academic institutions in Anambra State needs to make it a point of policy to mount professional development programmes for the library professionals at least once every year, as this will go a long way in improving the capacity of librarians.
2. The job content of the library professionals in academic institutions in Anambra State needs to be updated by sending them to conferences, seminars and workshops, as this will expose them to current trends in librarianship.

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