

# Library Personnel's Career Development and Job Performance of the National University

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**Abstract:** This study aimed to assess the level of career development and job performance of library personnel at National University in lieu of formulating a staff development plan. A descriptive-correlational research design was used in this research. The findings in this study are as follows: 1. The level of career development of library personnel in terms of trainings attended, skills and CPD is very high with weighted mean of 3.47. 2. The level of job performance of library personnel of the National University was “very high” with weighted mean of 3.48. 3. There is a significant relationship between career development and job performance among library personnel of National University since the p-value of 0.000 is lower than the significant level at 0.01. 4. A staff development plan needs to be developed to sustain the career development and job performance of library personnel of the National University. Based on the findings, the conclusions were drawn as follows: 1. The library personnel are highly committed to career development by attending training sessions, enhancing their skills and engaging in continuing professional development to become an effective and efficient employee. 2. Library personnel are highly capable, enabling them to perform their work effectively and contribute to the success of National University, reflecting their dedication, professional skills, and continuous development, which collectively enhance the overall efficiency and quality of library services. 3. The higher the level of career development, the higher is the level of job performance of the library personnel of the National University. 4. There is a need to implement and monitor the proposed action plan to sustain the library personnel's career development and job performance at National University.

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## I. INTRODUCTION

Academic libraries are dynamic institutions that extend far beyond being repositories of books. They play multifaceted roles that collectively contribute to the educational and research mission of academic institutions (Rashid, 2024). For a library to successfully achieve its goals, it needs human resources made up of individuals of various cadres. These persons could be professionals (licensed librarians) or paraprofessionals (library assistant and support staff), they are referred to as library personnel (Akinyemi & Ifijeh, 2019).

Library personnel play a crucial role, and without them, the library is just an empty shell. If the library personnel are not present, then the library is in disarray; collections are neither well organized nor maintained. Library services were not disseminated properly, so the library users will be confused and may not use the library collections or access the services that the library offers.

This is in agreement with the study by Otobe and Sahabi (2021), which noted that if the resources are not managed properly, it then becomes a problem to be concerned about, as it will result in the inefficient of university resources (both personnel and funds). It can also result in librarians'

underdeveloped collection management skills or an unfavorable work environment factor that might result in poor job performance (Otobe & Sahabi, 2021). This is parallel to the study of Nwokike and Unegbu's (2019), wherein one of the impediments to job performance in library staff is a lack of training in relevant skills necessary for offering quality services which in turn makes it difficult for them to cope with pressure in such a challenging work environment.

The pivotal role that libraries play in society has changed significantly over time, demanding a workforce that is both highly skilled and motivated. As libraries change from mere information repositories to dynamic knowledge centers, the career development of library personnel becomes increasingly crucial.

Career development for library staff encompasses a broad spectrum of activities that includes continuing education, special training, and skill building. Career Development is continuous learning, seeking opportunity, taking risks, and finding ways to contribute to the organization in a productive and motivated way (Anekwe, Ndubisi-okolo & Nwannah, 2020). With the rapid changes in technology and increased expectations of library users, librarians need to be lifelong learners to remain relevant and effective. This includes mastering new information

technologies, understanding emerging trends in data management, and acquiring soft skills such as customer service and leadership.

In library setting, job performance portrays the level of skills, knowledge, and enthusiasm of the personnel. It can take place in various aspects such as establishing innovative library programs, in proper management of the resources within the library, or in creating a friendly library atmosphere for all patrons.

Library staff with high performances are those who add great value to the library as a whole and ensure that the institution remains a viable community asset Oyeniran and Akphorhonor (2019) view job performance as an output of staff on the job measurable in terms of quality and quantity of job done. Various tasks carried out daily contribute to job performance in general.

In the Philippines, career development has a strong impact on job performance among the library staff. For librarians to perform their job effectively, they need to be involved in different kinds of training to develop their skills and for those who want to be promoted to higher positions in their careers.

Based on gathered literature and studies it shows that, there is limited study conducted in the Philippines about library personnel's career development and job performance. With this, the researcher focused on the assessment of career development and its relation to job performance of the library personnel with a view to formulating a staff development plan that would identify the needed actions for library personnel to be successful in a constantly changing environment and become competitive professionals at National University.

## II. OPERATIONAL FRAMEWORK

The operational framework of the study was anchored on the Human Capital Theory developed by economists Garry Becker and Theodore Schultz. The independent variable is the level of career development, while the dependent variable is the level of job performance. This study was conducted to determine if there is a significant relationship between career development and job performance among library personnel of National University.

The study explored whether an investment in career development is significantly correlated with the enhanced job performance of the library personnel at National University. The framework validated the human capital theory and provided practical insights in improving the career development for optimal impact in the job performance.

This methodical strategy addresses both library personnel and organizational goals, ensuring that personnel development and institutional success are aligned. Furthermore, the findings can serve as guidelines for future plans that can empower the library personnel while improving the modernization goals of the library services.

## III. REVIEW ON LITERATURE AND STUDY

### ➤ Career Development

Shaito (2019) define "career" as both the objective career path and the individual's perception of their career journey while Todaro (2020), define "development" as a process of improving the quality of the human life.

Career development is a multifaceted concept that involve the continuous acquisition and refinement of skills, knowledge, and experiences to navigate and advance one's professional life. It encompasses self-awareness, opportunity awareness, decision-making, and transition learning, all of which contribute to an individual's employability and career competencies (Salape & Cuevas, 2020). This means that career development aspects such as continuous learning and refining of skills and capabilities can contribute to a personnel's professional competencies and employability.

Career development is a lifelong process that spans an employee's entire working life. It begins with basic experiences like staff orientation and on-the-job training and continues through various professional development opportunities, including short courses, professional courses, and advanced degrees whether postgraduates of diplomas (Ifeoma, Purity, & Nwannah, 2020). This means that the career of the library personnel starts when they are still an on-the-job trainee until they practiced, attended trainings and seminars and added to their professional development is taking advance degree like master's degree, doctorate degree or diploma.

Erasmus et al. (2019) highlight that career development enhances employee competencies and promotes positive work attitudes while, Werner (2022) emphasizes the importance of providing opportunities for skill development through training, education, and career management support through coaching and mentoring. This ensure that the organizational objectives are attained successfully.

Organizations are increasingly investing in career development plans and activities to improve employee performance and reduce absenteeism (Amori & Becky, 2020; Oluwarantimi, Okeke & Onuorah, 2023). In the study of James (2020), providing clear career paths and development opportunities can reduce absenteeism by increasing job satisfaction and motivation and career development programs are among the interventions that significantly improve employee engagement and reduce absenteeism (Tarro, Llaurodo, Ulldemolins, Hermoso, & Sola, 2020). These studies emphasize that providing clear career paths and development opportunities can significantly improve employee engagement, job satisfaction, and motivation, ultimately leading to reduced absenteeism.

Career development involves a set of processes aimed at aligning the needs and goals of employees with available career opportunities, both now and in the future (Trisliatanto, Srimulyo, Yuwinanto, Suntari, & Kusumawardhani, 2019). This means that alignment is crucial for ensuring that employees can grow and thrive within their organizations,

leading to mutual benefits for both parties. Organizations must offer continuous development opportunities, and employees should actively engage in their own career growth.

According to Febrianti and Wachyudi (2020), career development includes activities to prepare an individual for the advancement of a planned career path. These activities include upskilling training programs, performance reviews, coaching, mentoring, and career advancement opportunities. Anlesinya, Amponsah-Tawiah, Dartey-Baah (2019) identifies the main purpose of these initiatives as cultivating and strengthening the competencies of talented personnel while addressing their weaknesses and areas for improvement. This means that a strategic career path planning is necessary to address the weaknesses of the personnel and strengthen its potential to be an efficient and effective one.

Findings in the study of Dalmacio (2023), reveals that seminars, conferences, and workshops are the primary methods of professional development, even if the budget is limited. Strategic funding is needed to enhance the training and development of library personnel which in turn could foster better job performance and strengthen social capital among library personnel. Even if the budget is limited, investing in the career development of library personnel has high impact on the personnel's professional development. Proper allocation of the limited budget and strategically planned career development is necessary to prevent budget mismanagement. Free online webinars and workshops also can be considered in career planning.

The National Competency-based Standards for Filipino Librarians are essential to the Continuing Professional Development (CPD) of all registered and licensed librarians, as highlighted by Duguil, Padilla, Rambuyon, and Yap (2023). These standards define the core skills and attributes necessary for excelling in professional librarianship. Some competencies are also applicable to the non-license library staff of library.

As stated in National Competency – based standards for Filipino Librarians, with Resolution No. 03 Series of 2015, one of the personal competencies domains is the lifelong learning and personal growth. Library personnel at all levels should acknowledge the vital role of continuous learning in their work and proactively pursue personal and professional development through ongoing education. This commitment of lifelong learning ensures that library personnel remain competent and adaptable in a constantly evolving environment. It also fosters a culture of innovation and improvement within the library.

Ranganathan's Five Laws of Librarianship include "the library is a growing organism," indicating that modern library services must evolve to meet users' changing needs. (Henderson, 2023). Consequently, it is essential for library personnel to develop the skills and competencies required to provide modern library services, underscoring the importance of staff training and development (Nwezi, 2022).

Career development is particularly important for library personnel, as it can enhance their work performance, personal growth, and professional growth. Organizations that invest in the career development of library personnel help them improve their performance and address their weaknesses.

Overall, career development is essential for both employees and organizations. It ensures that employees can grow and thrive, ultimately contributing to the success of the organization.

#### ➤ *Job Performance*

A job is a tasks, duties, and responsibilities performed by a person in return for payment. This role generally requires the necessary skills, knowledge, and qualification to effectively perform the required function within the organization (Dessler, 2020), while performance, as defined by Fajonyumi (2021), is the application of knowledge and skills to work in a way that furthers organizational goals. It also refers to the demonstration of learning, which is observable and measurable behavior from which we infer learning.

Job performance is a multifaceted concept that encompasses various aspects of an employee's work behavior and its impact on organizational success.

Job performance consists of a set of employee behaviors that align with organizational goals and can be measured, monitored, and assessed at an individual level. In university libraries, job performance refers to the effectiveness with which library personnel carry out their daily duties, encompassing administrative, technical, and reader services. This encompasses in the study of Şahin & Kanbur (2022), that job performance is a quantifiable metric that reflects an employee's contributions, encompassing the amount and quality of work produced, along with their conduct and demeanor at work. Similarly, Nwokike and Unegbu (2019) emphasize that a librarian's job performance includes work behaviors that are crucial to the library's success. The quality of job performance is shaped by a company's mission, objectives, functional needs, and the values that prioritize specific behaviors.

Oyeniran and Akphorhonor (2019) consider job performance as the output of staff on the job, measurable in terms of the quality and quantity of work done. Daily tasks contribute to overall job performance, and disciplinary measures are applied to ensure adherence to rules and encourage effective performance. The application of S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, and Time-bound) goals is practiced enhancing job performance among library personnel.

Job performance is the extent to which employees execute their responsibilities and contribute to organizational success. Chinemerem, Uloma, and Evans (2021) highlighted that job performance includes work-related actions at both personal and organizational levels while Sahabi, Unobe, and Abdullahi (2023) and Latham and Wexley (2020) stress that

job performance significantly contributes to the success of both the employee and the employer within the organization.

According to Saidin, Wan, and Halim (2024); Chen and Kao (2021), their research on job performance offers essential perspectives for talent management and strategies for employee development. By examining factors that impact job performance, including job satisfaction, organizational commitment, and leadership effectiveness, companies can customize training and development initiatives to improve employee skills and abilities. This means if an organization can analyze the strengths and weaknesses of the personnel, they can identify what trainings, workshops and any career plan they can give to the personnel to be an effective and efficient workforce of the organization.

The research conducted by Fatungase, Obaseki and Quadri (2024), indicates that job motivation plays a crucial role in achieving a high standard of job performance among library personnel. Similarly, research by Ubago, Achia and Gbuushi (2020) revealed that motivation positively influences the job performance of library personnel in Benue State; however, specific motivational factors, such as timely promotion and the work environment, had a notable impact on library personnel.

Alvarado and Padilla's (2022) study found that employees demonstrated a high level of work ethics and job performance, concluding that strong work ethics lead to exceptional job performance. Also, Abun, Ballesteros, and Julian's (2022) study explored the effect of employees' work ethics on their work performance, identifying three key components: attitude toward the work itself, moral attitude toward the work, and intrinsic motivation. This study was conducted among the employees of the Divine Word College of Laoag, it found these components to be highly regarded. Their research showed a significant correlation between work ethics and individual work performance. The study also revealed that when examining the dimensions of work ethics separately, only the attitude toward the work itself and intrinsic motivation significantly affect individual work performance, specifically in task and contextual performance. A moral attitude toward work, however, was found to affect counterproductive behavior.

Study also of Bankole, Akanbi, Sulaiman and Isiaka (2023) found that work motivation and work attitude of the library personnel has positive impact in their job performance due to the provided good working materials and their employees provided an opportunity for training and development. The study also revealed that the library personnel where able to accomplish their task in a given time.

Overall, job performance is the application of how library personnel complete the tasks assigned to them, reflecting their contribution to the organization's success.

#### ➤ *Relationship of Career Development and Job Performance*

The relationship between career development and job performance has garnered considerable attention in various

professional fields, particularly within library services. Research consistently highlights the significance of effective professional development programs in enhancing the job performance of library personnel. These initiatives not only contribute to individual employee growth but also boost the overall efficiency and effectiveness of library operations.

Research findings indicate that professional development programs can significantly enhance the job performance of library personnel. For instance, Agada and Tofi (2020) demonstrated a strong positive correlation between professional development and training and the job performance of library personnel in university libraries in Nasarawa State. Similarly, Godwin, Adeniran, and Jamogha (2020), found a significant positive correlation between staff training and development and employee performance, underscoring the importance of continuous professional development for enhancing productivity and effectiveness.

Elujekwete, Ibrahim, Galadima and Ibrahim (2023), revealed that attendance in conferences, workshops and in-service training has significant impact on the professional growth of librarians in public Polytechnic Libraries located in North-Central, Nigeria. This finding is consistent with Elujekwetes's (2019) observations which noted that attendance to in-service training improves librarians' knowledge and abilities while enhancing their motivation, leading to better job performance, lower job stress, and increased productivity and profitability for the institution. This implies that engaging in training, workshops, and conferences greatly contributes to the career development of library personnel, resulting in high performance.

Further studies, such as those by Rabita, Zashina, and Nasution (2019), also demonstrate a significant positive correlation between career development and job performance, mediated by job satisfaction. Similarly with the study of Hollar, Kuchinka and Feinberg (2022), career development opportunities play an important part in improving the library personnel's job satisfaction, their commitment to the organization and their overall performance.

Bankole, Akanbi, Sulaiman and Isiaka (2023) study revealed also that good opportunities such as training and development provided to the library personnel has positive impact on their performance which the employees were able to perform their task in a given time.

Overall investing in the library personnel's career development enhances the job performance and the job satisfaction that leads to high quality of service provided to the community. The investment was both benefited by the personnel who gained in career development opportunities and the organization wherein the personnel applied the skills and knowledge gained from career development opportunities.

#### ➤ *Research Design*

A descriptive-correlational research design was used as primary method in this study. As cited by Devi, B. & Lepcha,

M. & Basnet, S. (2023) & Bhati (2023); descriptive correlational design aims to provide pictures of situation and explains the relationship between two or more variables (Seeram, 2019). Consequently, the research design is suitable and fitting for the study. Through this research design, thus study outlined the significant relationship of the respondents' career development and job performance.

#### IV. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This study aimed to assess the level of career development and job performance of library personnel at National University in lieu of formulating a staff development plan. Specifically, this sought to answer the following: 1. What is the level of career development of library personnel at National University in terms of; 1.1 trainings attended; 1.2 skills and 1.3 continuing professional development (CPD)? 2. What is the level of job performance of library personnel at National University? 3. Is there a significant relationship between career development and job performance among library personnel at National University? 6. What action plan can be proposed to improve the career development and job performance of the library personnel of National University?

A descriptive-correlational design method was used in this study to outline the significant relationship of the respondents' career development and job performance. The method used and tested the null hypothesis that Ho1: There is no significant relationship between career development and job performance among library personnel at National University. The study was conducted among various campuses of National University and garnered 52 responses.

Weighted mean was used to determine the level of career development and level of job performance while Pearson r was used to determine the significant relationship between career development and job performance of Library personnel of National University.

##### ➤ *Level of Career Development of Library Personnel at National University in terms of Trainings Attended*

The conducted survey unveiled that training attended by the library personnel has significantly contributed to their professional growth and training and professional development programs enhance the library personnel's ability to perform their tasks efficiently garnered the highest rank. This indicate that training attended has a high impact on the career development of library personnel. Results of this study was supported by the study of Dalmacio (2023), Fasola (2022) and Goshie (2023), indicating that attending training, seminars and conferences are main methods of professional development and can improve employability and career competencies (Salape and Cuevas, 2020). As noted by Mary (2020), attending seminars is also a bridge wherein library personnel are able to socialize and associate with their fellow library personnel which they can share their ideas and expertise, their best practices in the library and learn from them the other emerging technologies practice in the library and as cited by Shaito (2019) networking with fellow library

personnel can help you regarding librarianship without asking in return.

##### ➤ *Level of Career Development of Library Personnel at National University in terms of Skills*

The survey highlighted that enhancing the skills through career development opportunities directly impacts the library personnel's daily work performance was rank number 1. Indicating that career development is important in enhancing the skills of library personnel which enables them to be an effective and efficient employee of the library. The results of this study aligned with the study of N.M. & Pujar (2021), indicating that developing and enhancing the skills can empower the library professionals to effectively and efficiently carry out their job and effectively able to face the challenges specially in this time of emerging technologies that is happening in the library and library professionals need to upgrade their skills and knowledge to be a competent individual (Shivani, 2022; Rehman, 2023).

##### ➤ *Level of Career Development of Library Personnel at National University in terms of Continuing Professional Development (CPD)*

From the survey, it was shown that the library personnel's current position provides opportunities for further education and certification is highest rank. Implying that CPD has a high influence in the career development of the library personnel. This study was supported by the result of study of Shazad & Khan (2021) & Arua (2019) that continuous professional development has positive impact on the profession of library personnel, on their work and their service delivery to the library users. In the study of Daguil, Padilla, Rambuyon and Yap (2023), result shows that library professional with highest educational degree has higher professional competency. Obtaining higher degree or gaining certification are also one of the factors to consider in promoting an employee in National University due to the requirements needed in a specific position and also CPD has to do with salary increase.

##### ➤ *Summary Table of the Level of Career Development of Library Personnel at National University*

The level of career development in terms of trainings attended, skills and CPD has an overall weighted mean of 3.34. Generally, career development is an important factor for library personnel to become effective and efficient to be able to cater the needs of the library users, to be equipped with the new trends in library professions and be ready in this time of emerging technology.

##### ➤ *The Level of Job Performance of Library Personnel at National University*

The level of job performance of the library personnel has an overall weighted mean of 3.48. The effectiveness of library personnel in assisting library users was very high and other aspects include accuracy, teamwork, communication, and meetings deadlines received very high result. Even the lowest rank like staying updated with technology still received a very high rating. These reflects that library personnel's strong capabilities, professionalism, and commitment to continuous improvement are significantly

contributes to the success of National University and the quality of its library services.

➤ *Relationship between the Level of Career Development and Level of Job Performance among Library Personnel at National University*

The level of career development and the level of job performance of the library personnel at National University has significant relationship. Results of the study confirmed with the study of Elujekwuete, Inbrahim, Galadina & Ibrahim (2023); Osiese, Odobe, Sanni, Adams, Oke Omokhabi and Okorie (2022); Anyaegbu & Wali (2021); Febrianti, S. E., S. & Wachyudi (2020); Agada & Tofi (2020); Adeniran & Jamogha (2020); Rabita, Zaslina, & Nasution (2019) and Elujekwutes (2019) that there is a positive and significant relationship between the career development and the job performance of the library staff.

➤ *Findings*

The significant findings of this study are as follows:

- The level of career development of library personnel of the National University in terms of trainings attended, skills and CPD was “very high” with a weighted mean of 3.37.
- The level of job performance of library personnel of the National University was “very high” with a weighted mean of 3.48.
- There is a significant relationship between career development and job performance among library personnel of National University since the p-value of 0.000 is lower than the significant level at 0.01.
- A staff development plan needs to be developed to sustain the career development and job performance of library personnel of the National University.

➤ *Conclusions*

Based on the findings of the study, the following conclusion were drawn:

- The library personnel are highly committed to career development by attending training sessions, enhancing their skills and engaging in continuing professional development to become an effective and efficient employee.
- Library personnel are highly capable, enabling them to perform their work effectively and contribute to the success of National University, reflecting their dedication, professional skills, and continuous development, which collectively enhance the overall efficiency and quality of library services.
- The higher the level of career development, the higher is the level of job performance of the library personnel of the National University.
- There is a need to implement and monitor the proposed action plan to sustain the library personnel’s career development and job performance at National University.

➤ *Recommendations*

The following recommendations are offered:

- Library Management should propose a budget for professional development of library personnel, encourage the library personnel to attend training and seminars to enhance their skills, encourage the library personnel to take higher education and inform them that there is a scholarship available in National University where in library personnel can apply for a financial support to pursue master’s degree or doctorate degree.
- Library Management should also conduct regular performance evaluation to determine if the library personnel were able to perform effectively and to provide feedback on their performance.
- The library personnel are encouraged to take an initiative to develop their skills and competencies, be updated on the new trends in the library implementation, be a member of library organization and plan their career path to be an effective and efficient employee
- Library Management or the HR Management should conduct training needs analysis to determine the training needed by the library personnel and strategically plan and implement and monitor a staff development plan that is based on the result of the “Training Needs Analysis”.
- Future researchers are encouraged to explore how leadership and management support affect the career development and job performance of library personnel particularly examining the role of guidance and recognition influence their motivation and productivity.

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