

## **INFLUENCE OF ACADEMIC QUALIFICATION, STAFF DEVELOPMENT AND OWNERSHIP OF INSTITUTIONS ON THE PRODUCTIVITY OF LIBRARIANS IN COLLEGES OF EDUCATION IN NIGERIA**

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*Issues that border on productivity is of prime concern to the librarians, the college authorities and the nation at large. Productivity of librarians in colleges of education in Nigeria could be a function of many variables such as academic qualification, staff development and ownership of institutions in which librarians are found. Since any of these variables could exert influence on the research productivity of librarians, the study, therefore, investigated the level of research productivity of the librarians and the extent to which academic qualification, staff development and ownership (proprietorship) of institutions influenced the research productivity of librarians in colleges of education in Nigeria. The study adopted correlation research design because of its special advantage for a study of this nature. Census was used to cover all the 356 librarians in the 63 public colleges of education (federal and state) that existed as at 2011 in Nigeria. Private colleges of education were excluded since they do not operate a uniform labour policy. Two instruments – instrument 1: Librarians' Productivity Scale ( $r=0.71$ ) and instrument 2: Librarians' Job Training Programme Scale ( $r=0.85$ ) were used to collect data. These were complemented with 10 sessions of in-depth interview (IDI) from selected purposively chief librarians. Findings of the study indicated that most librarians are not so productive in terms of research productivity. Moreover, academic qualification, staff development programmes and ownership of institution had significant influence on the research productivity of librarians. To enhance the research productivity of librarians, librarians with minimum academic qualification should be encouraged to go for further study while staff development should be made seamless to daily office schedule.*

**Keyword:** Librarians' productivity, Academic qualification, Staff development, Ownership of institutions, Colleges of education in Nigeria

### **INTRODUCTION**

Issues that border on productivity is of prime concern to the librarians, the college authorities and the nation at large. Productivity of librarians in colleges of education could be a function of many variables amongst which are: academic qualification, participation in staff development programmes and ownership (proprietorship) of institutions in which the librarians are found. Any of these variables or a combination of these variables could exert enormous influence on the research productivity of librarians in colleges of education in Nigeria. For instance, the academic

qualification of librarians, the extent of involvement in staff development programmes and the type of work environment in which the librarians are found (especially in relation to the ownership of institution) could influence the research productivity of librarians to a significant level. The study tested this.

The bachelor degree in library science is the minimum academic qualification for admission to library profession in Nigeria (Nwalo, 2000). In Europe and America, the minimum qualification for admission into the profession is a master's degree in library science (Occupational outlook

handbook, 2008). A librarian who enters the profession with bachelor's degree can still go for further studies to obtain master's degree and Ph.D in library science. Such in-service training that resulted in getting additional academic qualification(s) could influence the research productivity of librarians.

This is because the course work and the academic exposure at each level of academic training are different and varying. The higher the training, the higher the academic exposure under normal circumstances. Such academic exposure at different strata of training could also influence the research productivity of the librarians. It has been established that librarians with higher academic qualifications are more productive in terms of publications output than librarians with lower degrees (Edem, 2004, Olaniyan, 1992.) The study, therefore, amongst others ascertained the extent to which academic qualification influenced the research productivity of academic librarians.

To remain relevant and highly productive in this age that has been described as the age of change (Chatterjee, 2009), librarians need to be constantly involved in continuous professional development (CPD) in addition to their academic qualifications (Adanu, 2007, Ajidahum, 2007). Similarly, Archer (2001) contended that good academic background for librarians without continuous improvement on the job in form of training is grossly inadequate. Effective training is particularly vital in today's changing workplace since staff members that are exposed to new technologies and flexible working conditions would be able to update their skills on a regular basis (Anderson, 2002, Owusu-Acheaw, 2007).

Staff development could also be used as an instrument per excellence to boost the morale of employees including librarians in colleges of education with a view to retaining them on the job thereby enhancing their productivity (Ngulube, 2000, Onatola, 2000). In other words, staff development programmes which could be in form of conferences, seminars, workshops and orientations could exert tremendous influence on the research productivity of librarians. This is because the staff in training is exposed to varying and different training and exposure which are normally targeted towards enhancing job performance. The inner joy of having a fulfilled career with the associated job prospect that the trainee enjoys has the propensity of making such an employee to be more committed to his duty

thereby enhancing his research productivity. The study tested this.

Apart from academic qualification and staff development programmes, the environment in which the librarians work especially in relation to the proprietorship (ownership) of the institution could influence the research productivity of librarians in colleges of education in Nigeria. Some people could have a feeling of career fulfillment due to the work environment in which they are found. Such feeling of fulfillment and self-actualisation could boost their job morale and positively influence their research productivity. Others who have a feeling of disappointment and frustration due to the institutions in which they are found could have their morale dampened and could as well negatively influence their research productivity. It should be added that a fine ecology is indispensable to the output of workers. The work place is one of the major foci with which workers evaluate themselves. Kaya (1995), opined that workers usually compare their conditions with the conditions of the society under the variables of social condition and if the social conditions are worse than the individuals' working conditions, then this would result in satisfaction of workers and vice-versa.

Productivity of academic librarians is service-based. The service is, however, divided into two major groups-intangible and tangible. Intangible services include: frequency at departmental meetings, contribution to the departmental and organisational growth, innovations introduced and commitment to duty. Tangible services in the other hand include: academic qualifications, on-going researches, number of journal articles published, number of papers published in conference proceedings, number of books published, chapters in books published, number of books reviewed and number of bibliographies compiled. Productivity of librarians in the study was confined to tangible services alone for the purpose of appropriate quantification which intangible services are not amenable too. The tangible services are mainly the publications output of the librarians which is the crux of the study.

The different academic qualifications of the librarians and the varying accompanying exposure at different strata of academic attainment could influence the research productivity of librarians in colleges of education in Nigeria. Moreover, influence of various forms of staff development programmes on the research productivity of librarians should

not be undermined. Equally, it is possible for librarians to evaluate themselves, their worth and their contribution based on the ownership of colleges (institutions) in which they are found. The welfare packages, office environment, academic freedom, funding etcetera that are available in the college could be compared with comparable organisations. This could also influence the research productivity of librarians in colleges of education. Adams (1963) cited by Adam's Equity Theory (2010), described a situation in which workers compare their inputs with their outputs in an organisation with the inputs and outputs of the workers in similar or comparable organisations as a matter of social equity.

When workers compare their own inputs with the outputs in their organisation and compare the inputs of other workers in another organisation with the outputs of such workers, if the workers feel that they are contributing more than what they are receiving from the organisation especially when they compare their standard of living with the standard of living of their colleagues in other establishments, a feeling of resentment and dissatisfaction could set in. Such feeling could affect the job morale and the productivity of such workers. In Nigeria, where the workers in federal colleges of education enjoy better funding than those in state, such differentials and balkanisation in condition of service between the federal and state employees could influence librarians. It is possible for librarians in state owned colleges to be desirous of quitting their job for federal colleges so as to enjoy enhanced condition of service that the federal employees are enjoying. The study, therefore, ascertained the extent to which academic qualification, staff development programmes and ownership (proprietorship) of institutions influenced the research productivity of librarians in colleges of education in Nigeria.

### STATEMENT OF THE PROBLEM

Librarians in colleges of education are the human instruments that are used to accomplish the purpose for which the parent institutions set up libraries. They are expected to be highly productive to justify their continuous retention on the job and relevance of libraries in an information age that is replete with gamut of alternative service providers. However, from the preliminary study carried out by the researcher, the librarians are less productive in terms of research output and appeared to be dissatisfied with their job.

The librarians that were heavily hit by the axe of low research productivity and job dissatisfaction are mainly those with lower academic qualification and employees of state colleges. The study, therefore, ascertained the level of librarians' research productivity and the extent to which academic qualifications, staff development and ownership of institutions influenced the research productivity of librarians in colleges of education in Nigeria.

### OBJECTIVES OF THE STUDY

The main objective of the study is to investigate the influence of academic qualifications, staff development and ownership of institution on the research productivity of librarians in colleges of education in Nigeria. The specific objectives are to:

1. determine the research productivity of librarians in colleges of education in Nigeria.
2. investigate if academic qualifications will influence the research productivity of librarians in colleges of education in Nigeria.
3. ascertain if staff development influences the research productivity of librarians
4. determine if environmental factors especially ownership of institutions (where librarians are found) will influence the research productivity of librarians in colleges of education in Nigeria.

### RESEARCH QUESTIONS

To achieve the forgoing objectives, these research questions are asked.

1. How productive are librarians in colleges of education in Nigeria in terms of research productivity?
2. To what extent will work environment especially ownership of institutions (in which librarians are found) influence the research productivity of librarians in colleges of education in Nigeria?

### HYPOTHESES

The following null hypotheses were tested at 0.05 level of significance:

1. Academic qualifications will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

2. Participation in staff development will not significantly influence the research productivity of librarians in colleges of education in Nigeria.
3. Ownership of the institution will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

### SCOPE OF STUDY

The study covers all the 63 public colleges of education that existed as at 2011 in Nigeria and all the 356 librarians that are found in these institutions. Private colleges were exempted from the study because they do not have uniform labour policy. The study as well covers the extent to which academic qualifications of librarians (such as: librarians who hold bachelor's, master's and doctorate degrees in library science or their equivalents), staff development programme (such as: in service training, participation in seminars/workshops/conferences/orientations etcetera) and ownership of institutions (such as federal or state) influence the research productivity of librarians in colleges of education in Nigeria.

### METHODOLOGY

The study adopted correlation research design. A statistical analysis of covariant data to determine a pre-existing relationship where the researchers made no attempt to manipulate an independent variable is referred to as correlation research. This research technique is used to relate two or more variables (Correlation research design, 2010). The choice of correlation research design for the study has the following benefits.

1. It is a research approach which analyses the relationship between data, between variables and some other results in such a way that the underlying pattern of relationships become clear.
2. It approaches the problem of cause and effect in terms of many variables and reflects the variation of many factors at once rather than in terms of a single variable at a time.
3. It is used to measure the strength of association or the degree to which variation in one factor or set of factors is associated with variation in others. For instance, the extent of association among the independent variables (academic qualifications, staff development and ownership of institutions) and dependent variable (research productivity) and the degree to which an independent variable (or a group of independent

variables) influenced the research productivity of librarians in colleges of education in Nigeria could be ascertained.

In the study, census (status study) type of survey research design was used to cover all the 356 librarians in the 63 public colleges of education in Nigeria (JAMB 2009). For the study, two instruments were used to collect data. The two instruments are self-constructed. Instrument 1 tagged: Librarians' Productivity Scale ( $r = 0.71$ ) and Instrument 2 tagged: Librarians' Job Training programme Scale ( $r = 0.85$ ). These were complemented with 10 sessions of IDI from selected purposively chief librarians. The instruments were subjected to face and content validity. Cronbach alpha reliability analysis formula was used to establish the reliability co-efficient of the instruments (1 and 2).

### RESULTS AND DISCUSSION OF FINDINGS.

This section presents the results obtained from the study and the discussions on the findings. The results of the research questions raised are presented using descriptive statistics of frequency counts, percentages and measure of dispersion (mean and standard deviation). For the formulated hypotheses which were tested at 0.05 level of significance the results are presented using Pearson correlation formula, regression analysis and inferential statistics. In all, 356 copies of the instruments were administered in all the 63 public colleges of education (federal and state) that are found in the six geo-political zones in Nigeria as at 2011. In all, 295 copies of the instruments were completed and retrieved making the response rate to be 82.87%. These were complemented with 10 sessions of IDI from selected purposively chief librarians in each of the six geo-political zones in Nigeria and from federal and state owned colleges

### ANSWER TO RESEARCH QUESTIONS

This section provides answer to two research questions in the study.

Research question 1: How productive are librarians in colleges of education in terms of research productivity?

Table 1 shows that a good number, 103 (34.9%) of the sampled librarians indicated that they have not published any article in professional journals, 45 (15.3%) indicated that they have published one article in a professional journal, 77(26.1%) indicated

**Table 1**  
**Productivity of Librarians in Colleges of Education in Terms of Research Productivity**

<i>Quantity of Publications</i>	<i>None</i>		<i>One</i>		<i>Two</i>		<i>Three</i>		<i>More than three</i>	
	<i>Freq.</i>	<i>%</i>	<i>Freq.</i>	<i>%</i>	<i>Freq.</i>	<i>%</i>	<i>Freq.</i>	<i>%</i>	<i>Freq.</i>	<i>%</i>
How many articles have you published in professional journals in the past three years?	103	34.9	45	15.3	77	26.1	59	20.0	11	3.7
How many articles have you published in professional journals since you began your career?	102	34.6	27	9.2	32	10.8	26	8.8	108	36.6
How many professional conferences/seminars/workshops have you presented papers in the past 3 years?	105	35.6	73	24.7	47	15.9	54	18.3	16	5.4
How many chapters in books have you contributed in the past three years?	157	53.2	53	18.0	43	14.6	36	12.2	6	2.0
How many professional/academic journals have you co-authored with colleagues?	209	70.8	33	11.2	26	8.8	13	4.4	14	4.8
How many professional/academic books have you co-authored with colleagues?	212	71.9	31	10.5	24	8.1	15	5.1	13	4.4
How many bibliographies have you compiled in the past three years?	183	62	73	24.7	28	9.5	9	3.1	2	0.7
How many books have you reviewed in the past 3 years?	207	70.2	44	14.9	27	9.2	16	5.4	1	0.3
How many researches have you completed in the past three years?	181	61.4	54	18.3	37	12.5	19	6.4	4	1.4
How many on-going researches do you have at present?	194	65.8	55	18.6	32	10.8	6	2.0	8	2.8

they have published two articles, 59(20.0%) indicated that they have published three while 11(3.7%) indicated that they have published more than three articles in professional journals in the past three years. Moreover, the table shows that 102(34.6%) of the sampled librarians indicated that they have not published any articles in professional

journals, 27 (9.2%) indicated that they have published one article in a professional journal, 32(10.8%) indicated they have published two articles, 26(8.8%) indicated that they have published three, while 108(36.6%) indicated that they have published more than three articles in professional journals since they started their career.

**Table 2**  
**Distribution of Respondents According to Ownership of Institution**

<i>Government</i>	<i>Frequency</i>	<i>percent</i>	<i>Valid percent</i>	<i>Cumulative percent</i>
Federal	131	44.4	44.9	44.9
State	161	54.6	55.1	100.0
Total	292	99.0	100.0	
Missing system	3	1.0		
Total	295	100.0		

Table 2 shows that respondents from state colleges of education are 161 (54.6%), federal 131 (44.4%), while the missing system is three (1.0%). The result also shows that there are more respondents from federal than state colleges of education. Out of the 63 public college libraries sampled for the study, the number of state college libraries is 42(67%) while federal college libraries is 21(33%). The ratio of the number of state colleges to federal is 2:1. Notwithstanding the population ratio that is in favour of state college libraries, there is a high concentration of librarians in the few available federal college libraries than the state owned colleges. In other words, it could be deduced that librarians prefer to work in the few available federal college libraries than those owned by state..

The federal government owned colleges enjoy better funding and so have more conducive condition of service and work environment. The preponderance of librarians in the few available federal colleges account for their high research productivity over their colleagues in state owned colleges. The content analysis of the result of the In-depth Interview (IDI) conducted for the 10 selected purposively chief librarians (5 federal and 5 state) authenticated this.

### Hypotheses Testing

Three null hypotheses were tested at 0.05 level of significance. They are described below:

**Hypothesis 1:** Academic qualifications will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

**Table 3**  
Influence of Academic Qualification on the Research Productivity of Librarians

	<i>N</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Pearson coefficient (r)</i>	<i>Df</i>	<i>P<sub>value</sub></i>	<i>Remark</i>
Productivity	295	11.40	9.84	0.249	293	0.000	S
Academic Qualification	284	2.25	1.62				

S = Significant at 0.05 level

Table 3 shows the correlation table of academic qualification and research productivity of librarians with values ( $r=0.249$ ;  $P<0.05$ ). Since  $P$  is less than 0.05, it shows that academic qualification influences the research productivity of librarians to a significant extent.

**Hypothesis 2:** Participation in staff development will not significantly influence the research productivity of librarians in colleges of education in Nigeria.

**Table 4**  
Influence of Participation In Staff Development on the Research Productivity of Librarians

	<i>N</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Pearson coefficient (r)</i>	<i>Df</i>	<i>P<sub>value</sub></i>	<i>Remark</i>
Productivity	295	11.40	9.84	0.374	293	0.000	S
Participation in Staff Development	295	16.69	4.78				

S = Significant at 0.05 level

Table 4 shows the correlation table of participation in staff development and research productivity of librarians with values ( $r=0.374$ ;  $P<0.05$ ). Since  $P$  is less than 0.05, it shows that participation in staff development has significant influence on research productivity of librarians.

**Hypothesis 3:** Ownership of institutions will not significantly influence the research

productivity of librarians in colleges of education in Nigeria

Table 5 shows the correlation table of ownership of institution and research productivity of librarians with values ( $r=0.249$ ;  $P<0.05$ ). Since  $P$  is less than 0.05, it shows that ownership of institution influences the research productivity of librarians to a significant extent.

**Table 5**  
**Influence of Ownership of Institution on the Research Productivity of Librarians**

	<i>N</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Pearson coefficient (r)</i>	<i>Df</i>	<i>P value</i>	<i>Remark</i>
Productivity	295	11.40	9.84	0.047	293	0.426	NS
Ownership of institution	292	1.55	0.498				

NS = Not Significant at 0.05 level

### RESEARCH PRODUCTIVITY OF LIBRARIANS IN COLLEGES OF EDUCATION IN NIGERIA

The findings of the study on research productivity of librarians is a source of great concern. The findings revealed that a good number of librarian are less productive in terms of publications outputs (Table 1). Whatever might have been responsible for low research productivity of the librarians, there is the need to make effort to increase the research output of the librarians in colleges of education in Nigeria. This is because the research output of the librarians is their own contribution to the nation's Gross Domestic Product (GDP). If the productivity of the academic librarians is to be counted in calculation of the Gross Domestic Product (GDP) in Nigeria, the low research productivity of librarians as workers in the information industry would definitely have adverse effect on the GDP. To optimise both Gross National Product (GNP) and Gross Domestic Product (GDP) in Nigeria, the need to improve the research productivity of librarians in colleges of education is mandatory. The contribution of the college librarians in terms of productivity to the development of the country is a significant quota which cannot be whisked away in view of overall development of Nigeria. This is because the development and total transformation of any society is hinged on the quantitative and qualitative exploitation of both human and material resources. This corroborates the views of Yusufu (2000) and Akinyele (2007) who argued that high productivity in any society is fundamental for the upliftment of the welfare of the citizens and the reduction if not total eradication of poverty.

### INFLUENCE OF ACADEMIC QUALIFICATIONS ON THE RESEARCH PRODUCTIVITY OF LIBRARIANS

Findings of the research show that academic qualification(s) has significant influence on the research productivity of librarians with weighted

mean(X) of 2.25 and standard deviation (S) of 1.62 respectively (with values  $r = 0.249$ ;  $P < 0.05$ ). The results of the research agree with the findings of Edem (2004) who discovered that academic qualifications significantly influenced the research output of academic librarians. Similarly, the findings of the research agree with the findings of Olaniyan. Olaniyan (1992), in a study carried out among non-academic staff of colleges of education in Oyo and Osun States, identified academic qualification(s) as the most significant predictor of productivity as it accounted for 57 percent of the variance in job performance. In the IDI conducted, a good number of chief librarians stated that they have been sponsoring and supporting librarians in their colleges to go for further formal training in library schools to obtain master's degree in library science and PhD in library science as the situation demands. Some chief librarians stated further that they have been giving all forms of encouragement to their staff members who have been on study for long so that they could complete on time and return to their respective libraries to contribute their own significant quotas to the success of the libraries. The position of majority of the chief librarians on the training of their staff members is highly encouraging and instructive.

### INFLUENCE OF PARTICIPATION IN STAFF DEVELOPMENT ON THE RESEARCH PRODUCTIVITY OF LIBRARIANS

Findings of the research show that participation in staff development has significant influence on the research productivity of the librarians with weighted mean(X) of 16.69 and standard deviation (S) of 4.78 respectively (with values  $r = 0.374$ ;  $P < 0.05$ ). The findings of the research corroborates the findings of Ngulube (2000), Stonner (2000), Poole (2002), Akintunde (2006), and a good number of other researchers. Ngulube (2000), in a study carried out at National Archives of Zimbabwe identified absence of adequate staff development

amongst other factors as the main reason for the massive turn-over of staff. In the IDI conducted, a good number of the chief librarians indicated that they have been allowing their librarians to go for training in form of workshops, conferences and seminars on annual basis.

### **INFLUENCE OF OWNERSHIP OF INSTITUTION ON THE RESEARCH PRODUCTIVITY OF LIBRARIANS**

The findings of the research show that ownership of institution has significant influence on the research productivity of librarians with the weighted mean( $\bar{X}$ ) of 1.55 and standard deviation( $s$ ) of 0.498 (with values  $r = 0.047$ ;  $P < 0.05$ ). The findings of the research agree with the findings of Ndagana. Ndagana (2007), identified the indispensability of a fine ecology to the output of the worker. He added that a worker that has poor personal evaluation of himself as a result of working environment is likely to have dampened morale and in essence contribute less to the total organisational output. There are pronounced marks of differences between federal and state workers in Nigeria (including librarians in colleges of education). Federal employees (including librarians in colleges of education) in Nigeria are usually paid by the federal government while state employees (including librarians in colleges of education) are usually paid by their respective state governments. With the monetisation programme of the federal government, librarians in federal colleges of education in Nigeria are paid consolidated salary scale (CONTISS) with all the full packages like housing and transport allowances. The state governments also pay consolidated salary scale (CONTISS) to the librarians in colleges of education in their respective states. While the CONTISS that is paid to the librarians in federal colleges is full, the one that librarians in state owned colleges receive is usually amputated. Different state governments adjust the salary scale to suit their own ends from one state to another. In some states where salary scale is not adjusted, librarians are made to pay back in form of heavy taxation. At the end of the month (year) there are discrepancies in the take home of the federal and state workers, such discrepancies are tilted in favour of the former group. Since those librarians go to the same market and interact among themselves, in the process of interaction a feeling of job dissatisfaction is likely to set in. This might result in mass job turn-over of state workers.

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **Summary of Major Findings**

The major findings of the study are as follows:

1. Majority of the sampled librarians are less productive in terms of research productivity.
2. Academic qualification(s) has significant influence on research productivity of the librarians.
3. Participation in staff development programme has significant influence on research productivity of the librarians.
4. Ownership of institution has significant influence on research productivity of the librarians.

### **CONCLUSION**

It is evident from the result of the study that a good number of librarians in colleges of education (federal and state) in Nigeria are not so productive in terms of research productivity.. A good number of the sampled librarians 103(34.9%) have not published in professional journals in the past three years, 102(34.6%) have not published since they began their career while 209(70.8%) have never co-authored with colleagues. Moreover, academic qualification, staff development and ownership of institutions significantly influenced the research productivity of the librarians with values ( $r=0.249$ ;  $p<0.05$ ), ( $r=0.374$ ;  $p<0.05$ ) and ( $r=0.249$ ;  $p<0.05$ ) respectively.

### **RECOMMENDATIONS**

The following recommendations are made in line with the findings of the research.

1. College authorities in colleges of education in Nigeria should give all necessary encouragement to the librarians to improve their research productivity. The findings of the research show that majority of the librarians are not productive. Low productivity portends danger to both the librarians and the college authorities. To the librarians, low productivity is symptomatic of redundancy and idleness. This means, if there is any need to "down size", "right size" or "lay off" workers, such librarians might lose their job. It is therefore mandatory for the affected librarians to do everything possible to

optimise their productivity and still remain relevant, employable, and profitable to themselves and their respective employers. It portends danger to the college authorities as it implies that, the college authorities are expending scarce resources to recruit and retain unproductive librarians.

2. Librarians are admonished to do everything possible to develop themselves on the job irrespective of the work environment that they are found. They should do everything possible to get relevant additional qualifications and make other staff development programmes as seamless as possible to their daily office routine
3. College authorities in state colleges of education should understudy the working conditions that are obtainable in federal colleges, make the same or similar conditions available in their respective institutions so as to get the same or similar result of improved productivity. This is only possible if productive librarians are recruited and retained by management.

Findings of the research show that majority of the sampled librarians are not so productive. It becomes necessary for the college authorities to device flexible policies geared towards optimising the research productivity of librarians. It becomes mandatory for the librarians to co-operate with the college authorities in formulating policies that are intended for their professional advancement. Findings of the research show that academic qualification significantly influenced the research productivity of librarians. Librarians with lower education qualification should take all necessary steps to get additional academic qualifications like master's and doctorate degrees. The more qualifications the more intellectual exposure. Such exposure could go a long way to enhance their publications output. Thus, librarians with lower qualifications should make themselves employable, relevant and productive by going for in-service study.

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