

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Influence of Training for Capacity Building on Job Commitment of Personnel in Academic Libraries in Ogun State, Nigeria

Adegbite-Badmus Tawakalit Adunni

Principal Lecturer, Department of Library and Information Science,
The Federal Polytechnic, Ilaro, Ogun State, Nigeria

Odunewu Kuburat Omolara

Lecturer, Department of Library and Information Science,
The Federal Polytechnic, Ilaro, Ogun State, Nigeria

Abstract:

Capacity building involves the development of skills and expertise that allows people to be; conscious of new experiences, motivated by acquiring new skills, develop existing core techniques, and have continual access to information services, equipment, and services. Academic libraries in this technological age engage in complex activities such as providing services on social media platforms, and off-campus access to library resources, among others. The adoption of more sophisticated gadgets in providing information in academic libraries calls for new levels of skills and competence other than the traditional library skills applied some years back. Adopting more advanced devices for information access in academic libraries requires different skills and knowledge levels besides the standard library skills acquired over the years ago, thus the need for capacity building. This study adopted a survey method to investigate the influence of training for capacity on the job commitment of personnel in academic libraries in Ogun State. 393 personnel from the seven academic libraries in the state were used for the study. The study concluded that a significant positive relationship existed between training for capacity building and job commitment of the personnel in academic libraries in Ogun State. The study also exposed the awareness and perception of other issues on capacity building among the library personnel. The study suggested that academic libraries should concentrate more on capacity-building activities that aim to educate, provide leaders and collaborate to enhance the quality of services that library professionals offer.

Keywords: Human capacity building, capacity building-library personnel, capacity building programmes-library personnel, capacity building and job satisfaction, academic library personnel-ogun state

1. Introduction

Funds, organizational procedures, information and communication technology, and other pertinent resources in business necessitate human resources to activate, coordinate and manage all the aforementioned factors of production to functions. Thus, operations and management of activities of an organization need human resources (personnel) to achieve its objectives, goals, and mission. For personnel in an organization to function effectively, there is a need for training and retraining measures to boost their capacity. From the UNDP perspective, capacity is the ability of individuals, organizations, or units to perform functions effectively, efficiently, or sustainably. It is the ability and power of individuals or machinery to accomplish a task or to create. It can also refer to the people, institutions, and practices that permit a country to attain its growth objectives. Components of capacity have both human and institutional dimensions which are skilled human resources, leadership and vision, viable institutions, financial and material resources, and effective work practices (systems, procedures, and appropriate incentives). As such, Bolger (2000) defined capacity as the abilities, skills, understanding, attitudes, values, relationships, behaviours, motivations, resources, and conditions that enable individuals, organizations, network/sectors, and broader social systems to carry out functions and achieve their development objectives over time.

Anand (2018) regarded capacity as building man-machine interfaces in organizations. That improves the functioning competence and skills of personnel, which leads to the excellence of the organization. Consequently, library and information professionals must develop new thoughts on reorganizing and overhauling their information arrangements, organizations, facilities, and procedures for users to realize their information needs speedily. Therefore, capacity building for library and information service professionals is pertinent (Annad, 2018).

Capacity building of human resources is a planned development to enhance knowledge, skills, instincts, abilities, processes, and resources that organizations and communities need to survive, adapt and thrive in the fast-changing world for which capacity building which requires training goals, duration, etc. provided with tool kit or resources to the professionals. Such type of methods/techniques has to be implemented to achieve the desired goals. Some of the methods to conduct capacity building programmes are One-off intensive training courses, modular training courses, technical

expertise/advice, mentoring, coaching, consultancy, facilitated workshop or exercise, leadership development, shadowing or observing, internship, exposure or exchange visit, the community of Practice, action learning set and, peer support groups and peer assists.

This study investigated the influence of training for capacity building on the job commitment of library personnel in academic libraries in Ogun State, Nigeria. All the personnel in academic libraries in public colleges of education, polytechnic, and universities in Ogun State were used for the study. The institutions are Federal College of Education Osiele Abeokuta (Gani Bello Library), Tai Solarin College of Education (Library), Federal Polytechnic, Ilaro, Moshood Abiola Polytechnic (Salawu Abiola Memorial Library), Federal University of Agriculture Abeokuta Library ('Nimbe Adedipe Library), Olabisi Onabanjo University Library, and the Tai-Solarin University of Education, Jagun Library (Gbenga Daniel library). The study is noteworthy because academic library managers, management of tertiary institutions, and scholars would be made aware of the importance of training for capacity building on library personnel's commitment. This may lead to a rise in the level of patronage of the libraries. The management of tertiary educational institutions will gain enormously from this study because the findings can be used to improve the welfare of the personnel and also to review their policies on personnel training and development and job commitment. The report of this study can benefit bodies like Ministries of education, National Universities Commission (NUC), National Board for Technical Education (NBTE), and National Commission for Colleges of Education (NCCE). They find it useful for policy-making and accreditation exercises. Government and other corporate businesses would gain from the findings of the study in the management of their personnel. The study will be a meaningful contribution to knowledge on the capacity building of personnel in academic libraries. Besides, it would serve as a worthwhile resource in the fields of library and information science and related fields for research on training for capacity building and job commitment.

1.1. Statement of the Problem

Modern-day academic libraries participate in multifaceted undertakings. The influx of information and communication technology (ICT) into the functions and services of academic libraries has brought about trials for library personnel. This has necessitated the urge for the personnel to remain appropriate to the job's demands, maintain their jobs and face challenges that may arise. Consequently, personnel have to be equipped through capacity-building programmes that can make them acquire the expertise needed to stay useful in their jobs. Capacity-building activities become more vital when courses offered at pre-degree, degree, and post-degree levels in Library and Information Science are considered. Most of the courses offered in the programmes are academic, with a minute or no chance for practice and skills improvement. Capacity building remains a veritable means through which library personnel, professionals, technical and supporting staff can develop and improve their capacities, skills, values, work attitudes, relationships with users, motivations, resource management, and other environments that can enable academic libraries to carry out their functions and attainment of goals and objectives. This study focused on finding out the correlations between training for capacity building and the commitment of personnel in Academic Libraries in Ogun State, Nigeria. The specific objectives of the study are to:

- Identify types of capacity-building programmes available to the personnel in academic libraries in Ogun State, Nigeria,
- Find out the capacity-building training programmes available to the personnel in academic libraries in Ogun State,
- Find out the perceived benefits of the capacity building programmes to the personnel in academic libraries in Ogun State, Nigeria,
- Identify the perception of the personnel on capacity building programmes in academic libraries in Ogun State, Nigeria,
- Investigate the level of management commitment to personnel capacity building in academic libraries in Ogun State, Nigeria,
- Find the relationship between training for capacity development and job commitment of personnel in academic libraries in Ogun State, Nigeria, and
- Identify the factors that impede Capacity building training programs in academic libraries in Ogun State, Nigeria.

1.2. Research Questions

The following questions were raised for the study:

- What is the demography of the academic library personnel in Ogun State, Nigeria?
- What are the capacity-building training programmes available to the personnel in academic libraries in Ogun State?
- What are the benefits of capacity-building activities to the personnel in academic libraries in Ogun State, Nigeria?
- What is the level of commitment of the management to personnel capacity-building in academic libraries in Ogun State, Nigeria?
- What are the factors that impede Capacity-building training programmes in academic libraries in Ogun State, Nigeria?

1.2.1. Hypothesis

- H₀₁: There is no correlation between training for capacity building and job commitment of personnel in academic libraries in Ogun State, Nigeria.

2. Literature Review

Ranaweera, Li, and Bodhinayaka (2018) regarded a university library as an imperative unit of a university, and employees of the library have a key role in taking part in information and knowledge dissemination to the staff and students. They conducted a study on the job satisfaction of employees, factors that promote job satisfaction, and dissatisfaction in university libraries in Sri Lanka. The study has 510 respondents drawn from librarians, library officers, and support staff engaged in fourteen (14) university libraries. It was reported that university library employees were fairly contented with job satisfaction factors such as their jobs, colleagues, remunerations and benefits, physical working condition, career development opportunities, appreciation, and feedback. The study proposed the implementation of measures to improve the level of job satisfaction among employees, such as encouragement of a mutual working environment, provision of more career growth opportunities, and the establishment of appropriate machinery to make available appreciation and feedback.

Libraries provide fundamental support to economic growth through direct job creation, contribution to cultural progress of the local area, education, training, and skill development, and the enhancement of social capital and social inclusiveness. The structure of the libraries plays an important role. They are well-structured, which information professionals are fascinated by. It designates people and resources to the tasks and provides a mechanism for coordination. To make them effective and efficient, organizations should take up certain characteristics. Academic libraries should have a viable plan to increase user services and organize a library into the subject division, allocating professional librarians for different subjects. It is targeted to develop eventually the subject expertise of librarians through their work experience with users. To achieve this new modified organization, the conventional library setting needs to be changed from placing books according to their forms (e.g., monograph publications, periodicals, and reference books) to organizing them according to their subjects (e.g., philosophy, economics, law, physics, and computer science).

The conception of libraries and librarians was started for the purpose of serving the user community. Hence, library professionals were chosen to meet the needs of the users accordingly. This forces the libraries/librarians to have staff with additional skills to deal with the digital library and electronic information environment, along with which the library professionals should be well-aware of the latest technologies and its implication. For this, library professionals will attend capacity-building programmes, such as refresher courses, workshops, IT skills acquisition programmes, training programs, etc. The performance-based evaluation had to be conducted regularly to help the professionals acquire the required knowledge and expertise. Hence, Continuing Educational Programmes (CEPs) have to be made compulsory by the parent institution. Hence, capacity building of library professionals looks towards sustaining reform and development, adopting new skills and technology.

Omigie, C. A. and Bosah, G. B. (2020) held that capacity building is a set of progressions that permit personalities, groups, organizations, and societies to gain novel abilities, awareness, and approaches to function outstandingly. In this electronic epoch, human capital is an imperative component for the accomplishment of any library, academic, national, public, research, or special library. Human capacity building is intended to offer workers new novelty, abilities, awareness, and approaches to accomplishing a job in a variety of approaches to realize organizational goals. The authors piloted a study on capacity building and attitude to the work of librarians in Edo State public libraries, Nigeria. Their inquiry focused on the capacity-building packages in the Edo State public libraries, levels of the librarians' awareness and partaking in the packages, approaches to building the capacity programmes, the influence of capacity building on the librarians' attitudes to work, and issues affecting the capacity building. The study's outcomes specify that the capacity-building programmes in the library include computer literacy skills, online public access catalogue (OPAC), Internet collection management, and general trends in library and information services. The approaches to capacity building in the library include conferences, workshops/seminars, and on-the-job and internally organized courses. The study participants indicated a very low level of involvement in the programmes and the negative influence of the programmes on their approaches to work.

Adu, Appiah, and Yamson (2016) professed that the need for capacity building is imperious if academic libraries are to offer information resources desirable to sustain the teaching, learning, and research goals of institutions. The study discovered that planning and decision-making meaningfully regulate the connection between capacity building and service quality. The authors suggested that academic libraries should pay emphasis on capacity-building programmes that train and deliver headship and teamwork acceptable to augment the quality of services delivered by academic libraries.

Saka, Oyedum, and Song (2016) sought to find out the approaches by which librarians developed skills and types of skills accomplished for individual growth and career advancement. The study recommended were offered, which comprise a provision for career progression and personal growth through various means. Librarians should deploy skills learned through professional development in the discharge of their expert responsibilities.

Asante, Adu-Sarkodee, and Akussah (2014) considered the correlation between training and development and job performance among Library staff of Polytechnics in Ghana. The result displays that all of the five (5) constructs: Effort (ET), Ability and Skills (AS), Role Perception (RP), Resources (RS), and Competencies (CP) disclosed a positive significant statistical relationship with training and development. In contrast, it recommended that training and development among library personnel must be made continuous and methodical for better job performance.

Obasola, Alonge, Benedict, and Eysers (2014) submitted that librarians have an imperative share to play in supporting research, training, and developing the information economies of nations. The altering roles of librarians and the connected, innovative skills and knowledge obligatory to play these roles are a foremost trial for libraries and librarians in developing countries, especially those in Africa. To address the trial, the Conglomerate for Advanced Research Training in Africa (CARTA) pursues to encourage expansion through cutting-edge research exercises. In attaining this idea,

librarians need to be endowed with knowledge and skills essential to backing teaching, learning, and research in the continent. This is being effected through the Consortium of CARTA Libraries (CCL), cooperation under CARTA, that targets strengthening capacity and promoting cooperation among librarians and libraries from CARTA institutions.

3. Methodology

The study is quantitative in nature, a survey design method was adopted for its suitability, and a questionnaire was used for data gathering. The questionnaire was designed to elicit biographical data of the respondents and the three constructs of the study: job security, job satisfaction, and the commitment of library personnel to the academic libraries. The instrument was trial tested in academic libraries in Kwara State. Forty copies of the questionnaire were administered to selected academic library staff, and Cronbach Alpha reliability coefficient was employed to establish the reliability of the questionnaire. The reliability coefficients of the questionnaire are 0.75 for the job satisfaction scale, 0.82 for the job security scale, and 0.80 for the commitment scale. The entire library personnel constituted the population of the study. The population was estimated to be 300 personnel and as such the same number of copies of the questionnaire was produced. Out of 300 copies of the questionnaire administered, 290 (93.33 %) were correctly filled and returned. The analysis was done based on the data collected from the 290 respondents.

4. Data Analysis and Discussion of Findings

Data analysis for the study was done by frequency counts for the questionnaire rate of return and demographic information of the respondents. The multiple regression analysis was used for the two null hypotheses drawn for the study.

S/N	Institutions	Librarians	Library Officers	Library Support Personnel
1	Federal College of Education Osiele Abeokuta (Gani Bello Library)	10	04	25
2	Federal University of Agriculture Abeokuta Library ('Nimbe Adedipe Library)	25	14	32
3	Federal Polytechnic, Ilaro	07	06	21
4	Moshood Abiola Polytechnic (Salawu Abiola Memorial Library)	03	07	13
5	Tai Solarin College of Education	03	02	15
6	Olabisi Onabanjo University Library	15	20	30
7	The Tai-Solarin University of Education, Jagun Library (Gbenga Daniel library)	10	06	25
	Total	75	57	161

Table 1: Rate of Return of the Questionnaire by Institution and Category of the Personnel

- Research Question 1: What is the demography of the personnel in academic libraries in Ogun State, Nigeria?

Variables	Responses	Frequency	Percentage (%)
Gender	Male	181	46
	Female	212	54
	Total	393	100
Age Group of the Respondents	18 – 30	141	38
	31 – 39	102	28
	40 – 49	74	19
	50 years and above	59	15
	Total	390	100
Academic/Professional Qualification	O'Level Certificate	52	13
	First Degree certificate	75	19
	Master Degree Certificate	198	51
	Doctorate Degree Certificate	16	04
	Others (Trade test, Technical, etc.)	52	13
	Total	393	100
Work Experience	1-10 years	105	26
	11-20 years	164	42
	21 -29 years	74	19
	30 years and above	51	13
	Total	394	100

Table 2: Demographic Profile of the Respondents

Table 2 presents the demography of the respondents. Female respondents constituted the majority; their age range falls between 18–30 years. This indicates that the majority of the respondents are youth. The respondents' academic qualification ranges from ordinary certificate to doctor of philosophy. 16 (4%) respondents hold Ph.D. The respondents are quite experienced in their jobs, as 105 (26%) have spent 1–10 years in their jobs. The respondents were asked to indicate the types of capacity-building programmes available to them in their respective libraries. This is presented in table 2.

- Research Question 2: What are the types of capacity-building programmes available to library personnel in academic libraries in Ogun State, Nigeria? N=393

Capacity Building Training	Strongly Agree	Agree	Disagree	Strongly Disagree	Rank
Conferences	274 (69.60%)	119 (30.40%)	-	-	4th
Seminars/ Workshops	172 (43.5%)	136 (34.8%)	85 (21.7%)	-	5th
Internship outside Nigeria	-	-	-	-	
Short courses in library schools	-	-	-	-	
On-the-job training	290 (73.79%)	68 (17.30%)	35 (8.90%)	-	2nd
Classroom/ Lecture methods	-	33 (8.39%)	275 (69.6%)	85 (21.7%)	
In-house/Consultant training	290 (73.79%)	85 (21.7%)	18 (4.50%)	-	3rd
In-service training	290 (73.9%)	103 (26.20%)	-	-	1st

Table 3: Types of Capacity Building Programmes Available to Library Personnel in Academic Libraries in Ogun State, Nigeria

In-service training constitutes the main capacity-building training programme available to the respondents. 290 (73.90%) respondents strongly agreed with this, and 103 (26.20%) respondents agreed. Others in the other responses are on-the-job training, in-house/consultant training, and conference attendance (69.60%). Besides, the respondents were asked to respond to a question on the specific training programme available to them. Their responses are presented in table 4.

Capacity Building Training	Strongly Agree	Agree	Disagree	Strongly Disagree	Rank
Information and computer literacy skills training	274 (69.60%)	34 (8.70%)	85 (21.70%)	-	1st
ICT and Internet resources management	-	-	205 (52.20%)	188 (47.80%)	
Electronic library management and Operations	274 (69.60%)	119 (30.40%)	-	-	2nd
Library management and growth	119 (30.40%)	172 (43.50%)	34 (8.70%)	68 (17.40%)	
Electronic resources and database management	239 (60.90%)	154 (39.10%)	-	-	4th
ICT-based services in Library e.g. OPAC	119 (30.40%)	172 (43.50%)	51 (13.00%)	51 (13.00%)	6th
Technical services and metadata Creation	-	-	-	393 (100%)	
Writing/Research grants	188 (47.80%)	205 (52.20%)	-	-	5th
Information Security Management	-	154 (39.10%)	239 (60.90%)	-	
Internet Collection Management	85 (21.7%)	239 (60.90%)	68 (17.40%)	-	7th
New trends in library and information Science/services	274 (69.60%)	85 (21.70%)	34 (8.70%)	-	3rd

Table 4: Capacity Building Training Programmes Available to the Personnel in Academic Libraries in Ogun State

Specific capacity-building training courses or programmes available to the respondents are:

- Information and computer literacy skills training (274; 69.60%),
- Electronic library management and operations (274; 69.60%),
- New trends in library and information Science/services (274; 69.60%),
- Electronic resources and Database Management (239; 60.90%), and
- Writing/Research grants (188, 47.80%)

The respondents perceived benefits of capacity building training were sought. Their responses are presented in the next discussion.

- Research Question 3: What are the benefits of capacity building activities to the library personnel in academic libraries in Ogun State, Nigeria?

The data interpretation on perceived benefits of the capacity building showed that virtually all the respondents concur that capacity building training is beneficial to their respective libraries. Some of the benefits, as indicated by the respondents, are:

- It brings about efficiency and resourceful personnel, which has 77 respondents with 20.00% and cumulative percentage, respectively. This was, therefore, ranked as 1st in all the factors discussed.
- 75 respondents of 19.08% with 39.08 cumulative percentage, confirmed that capacity building improves output and was ranked 2nd.
- Also, 72 of 18.03%, with 91.17 cumulative percentage respondents, agreed that service delivery can become efficient; hence it was ranked 3rd.
- 68 respondents of 17.03%, with a 56.11 cumulative percentage, concluded that capacity building motivates personnel and was ranked 4th.
- It was again affirmed that it can make personnel skillful by 68 respondents of 17.03% with a cumulative percentage of 73.14%, and was ranked 5th.
- Finally, on the benefits of capacity building, 33 respondents of 08.39% with a cumulative percentage of 100 were ranked 6th and said that capacity building reduces function and service costs.

The total number of respondents is 393. The extent of adequacy of the capacity building training the respondents had been exposed to was examined. The responses on the level of adequacy of the training are presented in [table 6](#).

- Research Question 4: What is the perception of the personnel about the adequacy capacity building programmes library personnel in academic libraries in Ogun State, Nigeria?

The capacity building training in the libraries of respondents is considered fairly adequate by 140 respondents (36%). The majority of the respondents (218; 55%) opined that the capacity training programmes need improvement, 35 respondents of (9%) agreed that the capacity training programme is inadequate, while there was no response to if the programme was adequate. Levels of the management of each of the library support for capacity training were also probed into. The findings on the level of commitment to training for capacity building are discussed below.

- Research Question 5: On Level of Commitment of Management to Training for Capacity Building.

The level of commitment of the management of each of the academics, as perceived by the respondents, revealed that the commitment is poor. 119 respondents (30.40%) indicated their management is not committed, and 138 (34.80%) are undecided. However, management of the libraries is somehow committed with 51(13.00%) and partially committed with 85(21.70%) to capacity building training programmes, respectively. Besides the attitudes of the management of the libraries studied, some issues negatively affect capacity building training. As indicated by the respondents, these issues are presented in table 5.

- Research Question 6: Factors that impede capacity building training programs in academic libraries in Ogun State, Nigeria?

Impediments to Capacity Building Training	Strongly Agree	Agree	Disagree	Strongly Disagree	Rank
Absence of or poor motivation	239 (60.9%)	154 (39.1%)	-	-	2nd
Poor remuneration and Uneven Salaries payment	222 (56.5%)	137 (34.8%)	34 (8.7%)	-	3rd
Poor work condition	51 (13.0%)	34 (8.7%)	137 (34.8%)	171 (43.5%)	
Inadequacy of ICT amenities in the libraries	222 (56.5%)	137 (34.8%)	34 (8.7%)	-	4th
Institutions management indifference	206 (52.2%)	137 (34.8%)	34 (8.7%)	17 (4.3%)	5th
Inadequate or absence of Sponsors	256 (65.2)	137 (34.8%)	-	-	1st
Individual personnel lethargy	-	51 (13.1%)	188 (47.8%)	154 (39.1%)	

Table 5: Impediments to Capacity Building Programmes in Academic Libraries in Ogun State

In ranked order, the perceived impediments to capacity building training in the studied academic libraries are inadequate or absence of Sponsors; absence of or poor motivation; poor remuneration and uneven salaries payment; inadequacy of ICT amenities in the libraries and; institutions' management indifference. The majority of the respondents strongly disagreed that individual personnel's lethargy is an impediment to capacity building training.

4.1. Test of Hypothesis

- H_{01} : There is no correlation between training for capacity building and job commitment of personnel in academic libraries in Ogun State, Nigeria. Pearson product-moment correlation was used to test the null hypothesis at the 0.05 level of significance. The interpretation result is presented below.

Correlation between Training for Capacity Building and job Commitment of Personnel in academic libraries in Ogun State, Nigeria

It was revealed from the analyses that the Mean scores of training for capacity building and job commitment are 3.50 and 2.81, respectively, which is greater than the criterion mean of 2.50. This indicates a correlation (positive influence) between training for capacity building and job commitment among personnel in academic libraries in Ogun State, Nigeria.

5. Summary and Discussion of Findings

This study attempted to investigate the influence of training for capacity building on the job commitment of personnel in academic libraries in Ogun State, Nigeria. It has seven specific research questions on which data were gathered and analyzed.

Research question one seeks information on the demography of the academic libraries' personnel in Ogun State, Nigeria. The findings revealed that there is more female library than male personnel and that the majority of them are between 18 – 30 years. Their academic qualification ranges from ordinary certificate to doctor of philosophy. The respondents are quite experienced in their jobs, making them suitable to participate in the study.

Research question two reveals the capacity building programmes available in the libraries of the respondents. The capacity building programmes in the libraries are in-service training, on-the-job training, in-house/consultant training, and conference attendance. According to Flippo (2010), the astounding developments in information technologies necessitate librarians' continuous capacity building on contemporary tendencies for upgrading their library skills to please their users' information needs. Furthermore, this result confirmed Oakman and William's (2010) finding that identify conferences, workshops/seminars, on-the-job and internally planned courses as some of the methods of capacity-building programmes in libraries.

Research question three made the respondents respond to a question on the specific training programme available to them. These specific pieces of training are on:

- Definite capacity building training courses or programmes accessible to the respondents are information and computer literacy skills training,
- Electronic library management and operations,
- New trends in library and information Science/services,
- Electronic resources and database management, and
- Writing/Research grants.

Research question four seeks information on the benefits of capacity building activities to the personnel in academic libraries in Ogun State, Nigeria. The respondents perceived benefits of capacity building training are:

- Capacity building brings about efficiency and resourceful personnel,
- It improves output,
- Service delivery can become efficient,
- It motivates personnel, and
- It can make personnel skillful.

Research question five seeks the perceptions of the personnel on the extent of adequacy of the capacity building training that they had been exposed to. The outcomes revealed that capacity building training in the libraries of the respondents is fairly adequate.

Majority of the respondents pronounced that the capacity training in their respective libraries needs improvement.

Research question six probed the level of commitment of the management to personnel's capacity building in academic libraries in Ogun State, Nigeria. These as perceived by the respondents revealed that the management's commitment is poor. However, the management of the libraries is somehow and partially committed to capacity building training programmes. These findings contradict Ronald's (2017) proposition that capacity-building programmes in libraries necessitate the upkeep of management to offer the desirable monies, amenities, and resources and to permit concerned personnel to attend seminars and conferences.

Besides the attitudes of the management of the libraries studied, some issues negatively affect capacity building training. As indicated by the respondents, these issues were the focus of research question seven. The issues in the order of priority are:

- Inadequate or absence of Sponsors,
- Absence of or poor motivation,
- Poor remuneration and uneven salaries payment,
- Inadequacy of ICT amenities in the libraries, and
- Institutions' management indifference.

Research question seven reveals various problems that touch on capacity-building programmes in academic libraries in Ogun State, Nigeria. These are:

- Inadequate or absence of Sponsors,

- Absence of or poor motivation,
- Poor remuneration and uneven salaries payment,
- Inadequacy of ICT amenities in the libraries, and
- Institutions' management indifference.

The majority of the respondents strongly disagreed that individual personnel's lethargy is an impediment to capacity-building. These issues can distress library service delivery in the academic libraries in Ogun State, Nigeria.

The only hypothesis tested for the study indicates a correlation (positive influence) between training for capacity building and job commitment among personnel in academic libraries in Ogun State, Nigeria.

6. Conclusion and Recommendations

Staff capacity building is a must in special libraries if they are to remain relevant in this digital age. It has become an indispensable tool for effective and efficient library services. This explains the importance and the need to enhance training for capacity building of library personnel for effective and proactive library services. Consequently, the management of each academic library in Ogun State should pay attention to capacity-building programmes for their personnel. They can effectuate this by making available funds to send them for conferences, workshops/seminars, further studies, and other short training programmes. Other recommendations are:

- Workshops, seminars, and conferences should be given attention for the exchange of information and capacity building of library personnel. Of importance is the need to make library personnel undertake regular training on information and Communication Technology (ICT) concerning library and information services,
- There should be sufficient budgetary provision for staff capacity building programmes in academic libraries. This should accommodate sponsorship and payment of training allowance as a sort of motivation, Means of identifying training needs of library personnel should be instituted to address the problem of skill deficiency and to maximize training funds,
- Management of the libraries and their parents' institutions should improve their level of commitment to capacity building of library personnel. They should put in place a policy on training and retraining programmes for the libraries' personnel,
- To make library personnel committed to their jobs, management should encourage library personnel that have attended training to deploy knowledge obtained from such training to make capacity-building activities successful and will not be a mere formality,
- The continuous training programme should be made compulsory by library personnel by Nigeria Library Association (NLA) at the National level and Librarian Registration Council of Nigeria (LRCN).

7. References

- i. Adetoro, N, Oyefuga, A. B and Osunkoya. 2010. Capacity building for sustainable Library and information services development in Nigeria. *Journal of research in national development* 8.1.
- ii. Adu, I. N., Appiah, A. B and Yamson, G. C. (2016). Assessing the Impact of Capacity Building Initiatives on the Service Quality of Library Professionals in Selected Private Universities in Ghana. *Journal of Resources Development and Management: An International Peer Reviewed Journal*, Vol.17, pp.69–82 Available at: @www.iiste.org.
- iii. Ahiauzu, B. B, and Echem. M. E. (2018). Capacity Building for Knowledge Management in Selected Academic Libraries in Nigeria. *Journal of Library and Information Sciences* December 2018, Vol. 6, (2), pp. 26–38. <https://doi.org/10.15640/jlis.v6n2a2>.
- iv. Anand, R. (2018). Capacity Building of Library Professionals in the Digital Environment: A Study of Universities of Karnataka State. Karnataka University. Retrieved from <http://hdl.handle.net/10603/224971>
- v. Asante, E. Adu-Sarkodee, R. and Akussah, M. (2014). Training and Development on Job Performance in Polytechnic Libraries in Ghana: Librarians' Outlook. *Africa Development and Resources Research Institute Journal*, Ghana, Vol. 9, No. 9(2). Available @<http://www.adrri.org/>.
- vi. Ballantyne, P. Labelle, R. and Rudgard, S. 2000. Information and Knowledge Management: Challenges for Capacity Building. Maastricht: ECDPM (Policy Management Brief) 11: 2.
- vii. Floppo, H. K. (2010). Training librarians for the 21st century: A manual. Enugu: Floth Publishers. <http://www.framework.org.u1c/wp-content/uploads/Capacity-building-programme-methods-template-s-ignedl.pdf>.
- viii. Jones, M.L and Blunt, P. (1999), Twinning as a method of sustainable institutional capacity building Public Administration and Development 19.1: 381–40.
- ix. Mitonga-Monga J, Flotman, A-P and Cilliers, F (2018). Job satisfaction and its relationship with organizational commitment: A Democratic Republic of Congo organizational perspective. *Acta Commercial* 18(1), a578. <https://doi.org/10.4102/ac.v18i1.578>.
- x. Nkebem, E. N. (2009). In-Service Training and Job Performance of Librarians in University Libraries in South-South Zone, Nigeria. *Global Journal of Educational Research* VOL 8, (1&2), 75–79.
- xi. Oakman, J. F., and Williams, T. P. (2010). *Establishing and maintaining professionalism and standards in academic libraries*. London: Macmillan.

- xii. Obasola, O. I, Alonge, J.A, Benedict, O, and Eyers, J. (2014). Building Capacity of Librarians for Knowledge and Skill Development: A Case Study of Nine Institutions of the Consortium for Advanced Research Training in Africa (CARTA). *Collaborative Librarianship*, Vol. 6 (4), Article 4.
Available at: <https://digitalcommons.du.edu/collaborativelibrarianship/vol6/iss4/4>.
- xiii. Ogunsola, L. A. (2011). Libraries as Tools for Capacity Building in Developing Countries. *Library Philosophy and Practice (e-journal)*. 605.
<https://digitalcommons.unl.edu/libphilprac/605>.
- xiv. Omigie, C. A. and Bosah, G. B. (2020). Influence of Capacity Building and Attitude to Work of librarians in Edo State Public Libraries, Nigeria. *International Journal of Knowledge Content Development & Technology*, Vol.10, (1), pp.35–45.
- xv. Ranaweera, R.A.A.S, Li, S and Bodhinayaka, D (2018). Job Satisfaction of Library Staff: A Study Based on University Libraries in Sri Lanka. *International Journal of Human Resource Studies*, 8(3), pp.53–59.
- xvi. Ronald, T. Y. (2017). *Principles of developing a positive attitude in an organization*. Lagos, Nigeria: Essp Publishers.
- xvii. Saka, K. A, Georgina Uche Oyedum, G. U, and Song, I. S. (2016). Influence of Continuing Professional Development and Skills Acquisition on Librarians' Performance in Two-State Capitals in Northern Nigeria *Journal of Balkan Libraries Union* Vol. 4, (1), pp. 1-7. Digital Object Identifier: 10.16918/bluj.21248.
- xviii. Tadele, F. and Manyena, S.B. 2009. Building disaster resilience through capacity building in Ethiopia, *Disaster Prevention and Management*, 18.3: 317-326, available@www.emeraldinsight.com.
- xix. UNDP. 1998. Capacity Assessment and Development. Technical Advisory Paper No.3.
<http://magnet.undp.org/Docs/cap/CAPTECH3.htm> Accessed 13 April 2011.