Utilisation of Information as determinants of Job performance of Library staff in public universities in south-west Nigeria

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ABSTRACT

The study investigates utilisation of information as determinants of job performance of library staff in public universities in Soult –West, Nigeria. Findings showed that effective management of resources depends on the adequate use of information in the decision making process of a library. Findings further showed that the independent variable (information utilisation) was found to be significantly related to job performance of library staff. The study recommends that information sources be provided to support library staff in performing their jobs. Also, to increase job performance, information sources in the library should be made available through library association, symposium, conference proceedings, attending seminars, scholarship and so on.

INTRODUCTION

Information in recent times has been accepted and recognised as a survival input of Man in the information age. The most successful man in life according to Mchombu (2000) is the man with the best information. One cannot have knowledge unless one gets information. Information equips a person with power; the power to choose and to act in an informed manner. To promote economic independence and quality of existence, there is a lifelong need to be informed and up-to-date. Instead of drowning in the abundance of information that floods the universe, it is expected that people should know how to access, evaluate and utilise information effectively to solve a problem. Information selected could come from a computer, book, a government agency, a film and other possible sources.

Information sources according to Stoker Tsang, Evans Baggs and Roberts (2007) are taken to be tangible and organised collections of such information, whether in print, microfilm or held on some computer storage medium such as a compact disc (CD) or digital versatile disc (DVD). Basically, information could be in media-print and non-print. It could be transmitted in print, orally, audio-visually, telegraphically or electrically. Momodu (2002) reaffirmed that effective use of the various information sources will improve cross- fertilization of ideas that may lead to generation of new information.

Library staff share information about issues that are relevant to their lives, about childcare, disease control, economic issues, Library programmes, etc. They often belong to networks or associations that provide mutual support for their socio-economic activities. They also engage each other in library consortium events, weddings or community meetings. The role the librarians play as interpreters or transmitters of critical information cannot be ignored.

Tandson (2002) and Walker (2003) opined that library staffs that are in the forefront of the fight against poverty, illness and conflicts that are ravaging their continent they need to be empowered with adequate information. *These authors* advocate for adequate information provision and that the various information sources and opportunities are put in place in order to provide access to vital information that could support the library staff economic, social and political empowerment in order to boost their quality of life.

Nigeria is a developing country where it is generally believed that majority of the people live in rural areas. Majority of these rural dwellers are either non-literate or semi-literate with poor quality of life. Adetoun (2005) has observed that the country, since independence, has been undergoing some

economic strangulation that has impoverished the nation and her citizenry. The worst hit by this are the rural dwellers.

Socio-economic status of the library in Nigeria, according to Park (2007), has been hindered by economic and work situation as well as lack of infrastructures for contact with poor based information sources. This has obstructed the library from accessing information sources that could boost their economic opportunities thereby limiting their abilities to good quality of life. Jiyane and Ocholla (2004) observed in their study that librarians are overworked and so have no time to seek appropriate information or locate the right information sources or even learn to read even if education programmes were accessible. Mooko (2000) opined that Library Staff have been socially and economically isolated because they have no time to do research. Studies have shown that information provision, information needs and various information sources are available to the library communities (Adimorah, 1980; Aboyade, 1990; Camble, 1992; Fayose, 1997; Mutua-Kambo, 2001; Okiy, 2003 and Kutu 2010). These studies agreed that information for library should always be in the right format for ease of use. However, Mchombu (1992) emphasized that the amount of useable information in Africa is still dismally low. Anderson (1985) and Temu (1984) agreed with Mchombu (1992) to acknowledge that there is still a gap in the information exchange process and information transfer chain linking library with other knowledge centers. Information has power only when used and applied effectively. Boon (1992) asked how information can be put to effective use when prospective users do not know the appropriate sources to consult.

There are numerous sources of information that are available from the indigenous knowledge system (IKS) and institutional information system or elsewhere which are relevant for improving quality of life. Today, access to and utilisation of quality information have been identified as important variables which differentiate and determine whether a country is developed or underdeveloped. Advances in the awareness, availability and utilisation of information and the various sources of information have influenced and changed the structure of many societies with far-reaching results in industrialisation and quality of life of the populace in developed countries.

An important consideration in the process of information collection is the accessibility and the ultimate use of such information. Vernon (1988) asserted that: "information sources accessible now and on the spot are more useful than those which are at a distance". Aiyepeku (1992) confirms that the ease of access to information sources is the most important criterion determining whether an important information source is used or not. With the bewildering amount and variety of information available in this information age, packaging information in the right formats via the right sources and making it accessible to the users may have an impact on their quality of life.

INFORMATION UTILISATION OF WORKERS IN AN ORGANIZATION

Recent empirical studies by librarians and information scientists are not only concerned with the acquisition, processing, storage and dissemination of 'heard' information to individuals and organisations, but also with the manner in which the information provided is put to use. They have also become concerned with the outcome in terms of effectiveness of the organisation in carrying out their several functions (Opeke, 1984; Aiyepeku, 1989; and Tiamiyu, 1990). These researchers were also of the view that (a) the effective management of resources depends on the adequate use of information in the decision-making processes of an organisation; (b), information is used for uncertainty reduction and (c) organizations are made up of people and other resources, and information for uncertainty reduction has significant implications for organisations, because power is found to accrue to those who have the information to reduce uncertainty.

Several sources of information are normally available to the user, but Lancaster (1979) reported that the single most important finding of user studies in general is that accessibility and ease of use seem

to be the most important factor that determine whether or not a particular service is used or can be used. Physical, intellectual and psychological accessibility all enter into this picture. The ease of use factor highlighted by Mooers in "Mooer's Law", states:

"An information retrieval system will tend not to be used whenever it is more painful and troublesome for a customer to have information than for him not to have it".

According to Alemma (1995), one basic objective of information is that it must be relevant to the users' needs at any given time. In the library sector, for example, information is one of the appropriate tools, which can be relied upon to increase awareness. Also, a study conducted by Robinson et al. (1995) on information usage by biological researchers, the study surveyed research information usage in some institutions - a university faculty of agriculture, a university school of biology, a governmental laboratory and complements a study of information technology usage by biological researchers, which has already appeared. Differences in the use of some information sources could be found. For example, there is a lower usage of printed abstracts by Librarians but they are all rated highly in the use of personal contacts and internal discussions, oral information exchange with colleagues especially those near at hand in their usage of information.

FACTORS AFFECTING INFORMATION UTILISATION OF WORKERS IN AN ORGANISATION

Information utilisation is the transfer of information along a series of pathway that connects groups and individuals in a variety of roles and settings (Havelock and Benne, 1976). The underlying purpose of transferring new ideas, knowledge and products is to generate a change in the character, disposition, make-up, or direction of something (Bhola, 1982). An organisation's ability to change or allow new information to alter its direction depends on several factors such as the economic structure, the nature of the products and the age of the industry, though they may be measured and evaluated they are not easily changed (Jolly, 1980).

However, experts have identified various obstacles to information utilisation. Uhegbu (2002) identifies five; economic, social, environmental, occupational, and infrastructure. Etim (2000) listed seven, including physical infrastructure, technical, and managerial capabilities, among others though her work focused mainly on scientific and technological information. This information explosion includes; Bibliographic obstacles: environment; poor infrastructure; declining budget and rising costs; costs for users; staff attitude toward users; and crime.

A library's success depends upon the availability of information resources. It is not enough that they are available, or even bibliographically accessible; they must be physically accessible to those who need them. The growth of knowledge, especially in science and technology, has tuned attention to the problem of bibliographical or intellectual access to record knowledge. The explosion of information is obviously a challenge to libraries. Recognizing its importance, information is increasingly sought in an increasing number of people (Ughah 2000). This has increased the volume of available information. The advancement of knowledge is made possible by the research of scholars in all fields. Coupled with this is the fusion and fragmentation of disciplines and knowledge. As these break down into smaller segments, the scholarly literature becomes more specialized. Bibliographic obstacles teke varions forms in some cases, adequate bibliographic description is lacking, while in others, the bibliographic description is incomplete or incorrect. In many cases, information retrieval devices themselves are lacking. The devices vary in sophistication and usefulness. They include indexes, abstracts, bibliographies, and catalogues. Their objectives are to save the user's time and simplify searching (Banjo 1984). Lack of information retrieval devices is more serious in developing countries like Nigeria. It creates serious obstacles to information utilisation. Perhaps the major obstacle to information availability and use is the environment. The principal obstacles are, the polluted air in urban and

industrialised cities of the world, wide range of temperature, pests, and so on (Ononogbo 2002; Ugah 1993). The ultraviolet rays of the sun also have a negative effect on the quality of paper. Ologbonsaiye (1994) identified noise as another environmental factor. Noise from traffic or other users' conversation can be negative environmental factors, as can noise from library staff or equipment (Uhegbu 2001:66).

Library staff are the means by which services are provided; quality of services depends on quality of staff. Ifidon (1995) posited that some library staff lacks a clear perception of their service mission. Dipeolu (1992) stated that some librarians refuse to soil their hands, "casting themselves as administrators, while secretaries, clerks, and messengers minister to the library patrons. When professional librarians and other employees fail to make adequate use of their knowledge and skills, access to information is affected.

JOB PERFORMANCE

Job performance is a commonly used, yet poorly defined concept in industrial and organisational psychology, the branch of science stated that there is a relationship between job satisfactions, staff psychology that deal with the work place. It is most commonly referred to whether a person performs his job well. Campbell (1990) describes job as an individual level variable. That is, performance is something a single person does.

Campbell therefore identified major factors they referred to as dissatisfies. This includes an institution's policy and administration, supervision, salary scale, working condition as well as interpersonal relationship. Also on what satisfies the professionals, Billings and Kem (1990) concluded their investigation by stating that professional expressed satisfaction with intrinsic reward like the physical and intellectual, environment of the library. Wilson (1996) studied the performance of library trainees and concluded that the range of duties they undertake can induce libraries to seek a way of increasing their professional staff. Fojt (1995) postulated that what got recognised got done again even better. In the same vein, Tan (2005) explained that a committed Library professional with required skills will be able to take on the challenges and excel to the level of expertise in librarianship. Johnson (1998) saw people as the most valuable asset in the Library profession only when there is willingness to share their talents and creativity which will provide needed services in a flexible manner still on the value of investment on human development, Hurt and Sunday (2002) saw the investment as a way to move the institution forward and to prepare staff for the new work required in the constantly changing environment of libraries.

DETERMINANTS OF JOB PERFORMANCE OF LIBRARY STAFF

Campbell (1990) also suggested determinants of job performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge refers to knowledge about facts, principles, objects, etc. It represents the knowledge of a given task's requirements. For instance, declarative knowledge includes knowledge of principles, facts, ideas, etc.

If declarative knowledge is knowing what to do, procedural knowledge and skill is knowing how to do it. For example, procedural knowledge and skill includes cognitive skill, perceptual skill, interpersonal skill, etc.

The third predictor of performance is motivation, which refers to "a combined effect from three choice behaviours—choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990). It reflects the direction, intensity, and persistence of volitional behaviours. Campbell (1990) emphasized that the only way to discuss motivation as a direct determinant of Library staff performance is one or more of these choices.

Campbell (1990) also mentioned several performance parameters that may have important implications for the job performance setting and this should be investigated by industrial and organisational psychologists.

The first one is the distinction between speed and accuracy. This distinction is similar to the one between quantity and quality. Important questions that should be considered include: which is most valued by the organisation, maximized speed, maximized accuracy, or some balance between the two? What kind of tradeoffs should an employee make? The latter question is important because speed and accuracy for the same task may be independent of each another.

The second distinction is between typical and maximum performance. Sackett, Zedeck, and Fogli (2008) did a study on supermarket cashiers and found that there was a substantial difference between scores reflecting their typical performance and scores reflecting their maximum performance. This study suggested the distinction between typical and maximum performance of library staff. Regular work situations reflect varying levels of motivation which result in typical performance. Special circumstances generate maximum employee motivation.

Statement of the problem

Low users satisfaction is more prevalent among information users (students, lecturers and non academics staff) in the public universities in Nigeria. This could be attributed to low job performances among library staff in the Nigerian public universities. Library staff lives and work in an information rich environment and they are seen to be greatly utilised information resources for their daily survival at work. Although job performance among library staff has been extensively carried out in Nigeria and elsewhere but information utilisation of library staff in public universities in Nigeria have not been linked to their job performance. It is against this backdrop that this study investigates information utilisation as determinants of job performance of library staff in public universities in south west, Nigeria.

Research questions

1. To what extent do the library staff utilised the available information resource when performing their job functions?
2. What are the constraints to effective utilisation of information by library staff when performing their jobs?
3. What is the time taken to obtain needed information from the sources used by the library staff in public universities in south west Nigerian?
4. Are there any significant correlations between information utilisation and job performance of library staff in public universities south west Nigeria?

RESEARCH METHODOLOGY

Research Design

This study adopted a descriptive research of correlation types. The purpose of the descriptive research (correlation types) study as stated by Nwankwo (1984) is to collect detailed data as they describe existing phenomenon, identify problem or justify current conditions and practices, to make comparism and evaluation. It permits the researcher to link independent variables to dependent variable. The independent variable is information utilisation while dependent variable is job performance.

The population of this study is 132 professional librarians and 130 library officers totaling 262 personnel working in public university in south west Nigerian. (see table 1).

Table 1: Population of library staff in public universities in south west Nigerian

S/N	UNIVERSITY	PROFESSIONAL	PARA-PROFESSIONAL	TOTAL
1	UNIVERSITY OF ADO-EKITI	6	10	16
2	FED. UNI. OF TECH. (AKURE)	11	8	19
3	ONDO STATE UNI. (OSUA)	9	11	20
4	OBAFEMI AWOLOWO UNI.	21	25	46
5	UNIVERSITY OF IBADAN	21	23	44
6	LADOKE AKINTOLA UNI. (LAUTCH)	11	8	19
7	FED. UNIVERSITY OF AGR. (UNIAB)	13	9	22
8	ONABISI ONABANJO UNI. (OOU)	11	9	20
9	UNIVERSITY OF LAGOS	10	12	31
10	LAGOS STATE UNI.	10	15	25
	TOTAL	**132**	**130**	**262**

Research Instruments

A self developed questionnaire tagged information utilisation and job performance (IUJP) scale was used for data collection. It was divided into three main sections. Section A deals with demographic information of the respondents such as gender, age, marital status, educational qualifications e.t.c. Section B contains information utilisation of the respondents. It contains fifteen information sources range from often = 4 to never = 1 it has a reliability index of α = .76 using Cronbach alpha. It also contain time taken to obtain needed information by the respondents. Section C deals with job performance of the respondent. It has a fifteen items that cover general job performance evaluation indices. The response format range from excellent = 6 to poor = 1. It has a reliability index of α = .95 using Cronbach Alpha methods.

Data Collection Procedure

The researcher engaged the service of two (2) research assistants who assisted in administering the 262 copies of the self developed questionnaires on the library staff in public universities in south west Nigeria. Out of this 262, 224 were duly recovered, edited and found valid for data analysis. The response range achieved was 85 percent.(see table 2)

Table 2: Questionnaires administration and retrieval by university libraries

S/N	UNIVERSITY	PROFESSIONAL	PARA-PROFESSIONAL	TOTAL
1	UNIVERSITY OF ADO-EKITI	5	9	14
2	FED. UNI. OF TECH. (AKURE)	10	6	16
3	ONDO STATE UNI. (OSUA)	9	11	20
4	OBAFEMI AWOLOWO UNI.	17	20	37
5	UNIVERSITY OF IBADAN	18	22	40
6	LADOKE AKINTOLA UNI. (LAUTCH)	8	7	15
7	FED. UNIVERSITY OF AGR. (UNIAB)	10	7	17
8	ONABISI ONABANJO UNI. (OOU)	10	8	18
9	UNIVERSITY OF LAGOS	17	11	28
10	LAGOS STATE UNI.	7	11	18
	TOTAL	**111**	**113**	**224**

ANALYSIS AND INTERPRETATION OF DATA

Table 1: To what extent do the library staff utilise the available information in running their activities?

S/N	Statement	Never	Sometimes	Always	Often	Mean	Std. Dev.
1	Textbook	5 2.2%	15 6.7%	127 56.7%	77 34.4%	3.23	.67
2	Reports And Conference Proceedings	8 3.6%	42 18.8%	118 52.7%	56 25.0%	2.99	.76
3	Gazette And Bulletin	22 9.8%	50 22.3%	106 47.3%	46 20.5%	2.79	.88
4	Newspapers, Magazines	13 5.8%	34 15.2%	91 40.6%	86 38.4%	3.12	.87
5	Government Publication	17 7.6%	38 17.0%	94 42.0%	75 33.5%	3.01	.90
6	Encyclopedias, Dictionaries, Bibliographies	11 4.9%	31 13.8%	84 37.5%	98 43.8%	3.20	.86
7	Journals	5 2.2%	28 12.5%	93 41.5%	98 43.8%	3.27	.76
8	Internet Databases	13 5.8%	38 17.0%	93 41.5%	80 35.7%	3.07	.87
9	Dissertation, Thesis	18 8.0%	48 21.4%	106 47.3%	52 23.2%	2.86	.87
10	Indexes And Abstracts	17 7.6%	50 22.3%	106 47.3%	51 22.8%	2.85	.86
11	Manufacturing Catalogue	30 13.4%	58 25.9%	83 37.1%	53 23.7%	2.71	.98
12	Newsletter	18 8.0%	51 22.8%	108 48.2%	47 21.0%	2.82	.85
13	OPAC	24 10.7%	36 16.1%	98 43.8%	66 29.5%	2.92	.94
14	CD-ROM Databases	16 7.1%	40 17.9%	112 50.0%	56 25.0%	2.93	.84
15	Colleagues, Subordinate and Superior Officers	21 9.4%	37 16.5%	77 34.4%	89 39.7%	3.04	.97

The extent to which the library staff utilise the available information in running their activities are: Journals (x = 3.27, S.D = .76), Textbooks (x = 3.23, S.D = .67), Encyclopedias, Dictionaries, Bibliographies (x = 3.20, S.D = .86), Newspapers, Magazines (x = 3.12, S.D = .87), Internet Databases (x = 3.07, S.D = .87), Colleagues, subordinate and superior officers (x = 3.04, S.D = .97), Government Publication (x = 3.01, S.D = .90), Reports and conference proceedings (x = 2.99, S.D = .76), CD-ROM databases (x = 2.93, S.D = .84), OPAC (x = 2.92, S.D = .94), Dissertation, Thesis (x = 2.86, S.D = .87), Indexes and Abstracts (x = 2.85, S.D = .86), Newsletter (x = 2.82, S.D = .85), Gazetteer and Bulletin (x = 2.79, S.D = .88), Manufacturing Catalogues (x = 2.71, S.D = .98) respectively.

The extent to which library staff utilised the available information in running their activities is presented in table 2 above. This shows that journals with mean 3.27 and text book with mean 3.23 are mostly utilised by the library staff, while manufacturing catalogues with mean 2.17 is least utilize. This directly followed their availability as presented in table 1. This means that available resource can only to utilize (see table 1 and 2)

Table 2: Hindering factors for effective utilisation of relevant information sources

S/N	Statement	SD	D	A	SA	Mean	Std. Dev.
1	Unavailability of information sources	25 11.2%	21 9.4%	95 42.4%	83 37.1%	3.05	.95
2	Some useful materials are in foreign language	31 13.8%	36 16.1%	89 39.7%	68 30.4%	2.87	1.00
3	Inadequate information retrieval facilities	22 9.8%	42 18.8%	100 44.6%	60 26.8%	2.88	.92
4	Attitudes of information personnel	22 9.8%	36 16.1%	100 44.6%	66 29.5%	2.94	.92
5	Lack of knowledge of the existence of the information sources	23 10.3%	40 17.9%	76 33.9%	85 37.9%	3.00	.99
6	Lack of time to search for relevant information	28 12.5%	34 15.2%	116 51.8%	46 20.5%	2.80	.91

The responses to the above hindering factors for effective utilisation of relevant information sources are: Unavailability of information sources(x = 3.05, S.D = .95), Lack of knowledge of the existence of information sources(x = 3.00, S.D = .99), Attitudes of information personnel (x = 2.94, S.D = .92), Inadequate information retrieval facilities (x = 2.88, S.D = .92), Some useful materials are in foreign language(x = 2.87, S.D = 1.00), Lack of time to search for relevant information(x = 2.80, S.D = .91) respectively.

Among the hindering factors for effective utilisation of relevant information sources, unavailability of information sources could be ranked first as shown in table 3 above. This is because 79.5% of the respondent agreed that unavailability of information sources is a factor affecting effective utilisation of information source. This is followed by lack of knowledge of the existence of information source because 71.81% of respondent shared this view. Also, 74.11% were of the opinion that the major hindrances is attitude of information personal while in adequate information retrieval facilities, language in which materials were written, and lack of time to search for relevant information were seen by 71.41%, 70.1% and 72.3% respectively as the major hindrance.

Table 3:Time taken to obtain needed information from the sources used

S/N	Statement	1-2	3-4	5-6	7-8	Mean	Std Dev
1	Textbook	30 13.4%	17 7.6%	90 40.2%	87 38.8%	3.04	1.00
2	Reports And Conference Proceedings	26 11.6%	43 19.2%	107 47.8%	48 21.4%	2.79	.91
3	Gazette And Bulletin	21 9.4%	40 17.9%	103 46.0%	60 26.8%	2.90	.90
4	Newspapers, Magazines	20 8.9%	22 9.8%	109 48.7%	73 32.6%	3.05	.88
5	Government Publication	22 9.8%	33 14.7%	108 48.2%	61 27.2%	2.93	.90
6	Encyclopedias, Dictionaries, Bibliographies	16 7.1%	29 12.9%	98 43.8%	81 36.2%	3.09	.88
7	Journals	17 7.6%	28 12.5%	102 45.5%	77 34.4%	3.07	.88
8	Internet Databases	11 4.9%	41 18.3%	95 42.4%	77 34.4%	3.06	.85

9	Dissertation, Thesis	24 10.7%	31 13.8%	123 54.9%	46 20.5%	2.85	.87
10	Indexes And Abstracts	18 8.0%	57 25.4%	97 43.3%	52 23.2%	2.82	.88
11	Manufacturing Catalogue	28 12.5%	55 24.6%	81 36.2%	60 26.8%	2.77	.98
12	Newsletter	30 13.4%	37 16.5%	98 43.8%	59 26.3%	2.83	.97
13	OPAC	12 5.4%	39 17.4%	96 42.9%	77 34.4%	3.06	.86
14	CD-ROM Databases	31 13.8%	38 17.0%	100 44.6%	55 24.6%	2.80	.97
15	Colleagues, Subordinate and Superior Officers	18 8.0%	51 22.8%	79 35.3%	76 33.9%	2.95	.94

Table above shows the responses to the time taken to obtain needed information from the sources used by the respondents: Encyclopedias, Dictionaries, Bibliographies (x = 3.09, S.D = .88), Journals (x = 3.07, S.D = .88), Internet Databases (x = 3.06, S.D = .85), OPAC (x = 3.06, S.D = .86), Newspapers, Magazines (x = 3.05, S.D = .88), Textbook (x = 3.04, S.D = 1.0), Colleagues, subordinate and superior officers (x = 2.95, S.D = .94), Government Publication (x = 2.93, S.D = .90), Gazette and Bulletin (x = 2.90, S.D = .90), Dissertation, Thesis (x = 2.85, S.D = .87), Newsletter (x = 2.83, S.D = .97), Indexes and Abstracts (x = 2.82, S.D = .88), CD-ROM Databases (x = 2.80, S.D = .97), Reports and Conferences Proceedings (x = 2.79, S.D = .91), Manufacturing Catalogue (x = 2.77, S.D = .98).

The table above shows that the time taken to obtain needed information from the sources used. It was revealed that Dictionaries, Bibliographies and Encyclopedias with (mean 3.09) take the most time, followed by journal (means 3.07) and internet data bases (mean 3.06). The source that takes the least time going by the table presented above is manufacturing catalogue (with mean 2.77). This result is due to the earlier findings about the information source and utilise.

Table 4: Job Performance

S/N	Statement	Poor	Fair	Good Perf.	Exc. Perf.	Mean	Std. Dev.
1	Enthusiasm	5 2.2%	10 4.5%	102 45.5%	107 47.8%	3.39	.68
2	Organization	7 3.1%	11 4.9%	123 54.9%	83 37.1%	3.26	.69
3	Foresight	5 2.2%	11 4.9%	114 50.9%	94 42.0%	3.33	.67
4	Reliability under pressure	4 1.8%	20 8.9%	115 51.3%	85 37.9%	3.25	.69
5	Punctuality and regularity	2 0.9%	16 7.12%	96 42.9%	110 49.1%	3.40	.66
6	Efficiency	3 1.3%	19 8.5%	125 55.8%	77 34.4%	3.23	.66
7	Application of professional knowledge	5 2.2%	10 4.5%	138 61.6%	71 31.7%	3.23	.63
8	Expression on paper	6 2.7%	18 8.0%	118 52.7%	82 36.6%	3.23	.71
9	Oral expression	5 2.2%	23 10.3%	118 52.7%	78 34.8%	3.20	.71

10	Resourcefulness	11 4.9%	21 9.4%	108 48.2%	84 37.5%	3.18	.80
11	Emotionally	20 8.9%	32 14.3%	93 41.5%	79 35.3%	3.03	.92
12	Acceptance of responsibility	7 3.1%	15 6.7%	124 55.4%	78 34.8%	3.22	.70
13	Relations with the public and colleagues	4 1.8%	20 8.9%	121 54.0%	79 35.3%	3.23	.68
14	Judgment	8 3.6%	13 5.8%	134 %59.8	69%30.8	3.18	.69
15	Effectiveness	8 3.6%	25 11.2%	92 41.1%	99 44.2%	3.26	.80

The responses on Job Performance as perceived by the respondents are as follows:
Punctuality (x = 3.40, S.D = .66), Enthusiasm (x = 3.39, S.D = .68), Foresight (x = 3.33, S.D = .67), Effectiveness (x = 3.26, S.D = .80), Organization (x = 3.26, S.D = .69), Reliability under pressure (x = 3.25, S.D = .69), Efficiency (x = 3.23, S.D = .66), Application of professional knowledge (x = 3.23, S.D = .63), Expression on paper (x = 3.23, S.D = .71), Acceptance of responsibility (x = 3.22, S.D = .70), Oral expression (x = 3.20, S.D =.71), Resourcefulness (x = 3.18, S.D =.80), Judgment (x = 3.18, S.D = .69), Relations with the public and colleagues (x = 3.23, S.D = .68), Emotionally acceptance of responsibility (x = 3.03, S.D = .92) respectively.

The table above showed the job performance perception. it reveals that punctuality with mean 3.40 has the highest rating followed by Enthusiasm and foresight with mean 3.39 and 3.33 respectively. The least rating in terms of job performance is emotionally acceptance of responsibility (see table 4).

DISCUSSION OF FINDINGS

Managers in business organizations like library are unique users of information, with specific information requirements relevant to their job performance that involve cataloguing, shelving, indexing, abstracting and classification. In the process of taking rational library decisions, they acquired needed information from various sources. The general information which they often acquire cuts across all human fields. This study revealed the major types of information sources acquired by library to enhance job performance of library staff in their day to day activities.

One of the major findings of this study is that job performance has a significant relationship with information utilisation. Johnson (1999) saw people as the most valuable when there is willingness to share their talents and information for development. Dike (1992) conducted research on the scarcity of books in Nigeria and the threats to academic excellence. She was able to establish that non-availability of information sources has made faculties and students not to use library. Opeke, (1984); Aiyepeku, (1989); and Taimiyu, 1990) were also of the view that the effective management of resources depends on the adequate use of information in the decision making process of a library. Aiyepeku (1989), in a research conducted on the information dissemination and utilisation by policy makers in Nigeria ascertained that the characteristics of information sources used by them include in-house memoranda, personal contacts, government documents, news papers and magazines; these were at least important.

CONCLUSION

From the findings, it could be concluded that library staff depend to a very large extend on information sources in the library in searching and utilising information to improve their job performance. The findings also support the submission that most library staff in South West Nigeria will prefer information in hard copy format than internet. They also depend on journals, textbooks and

conference proceedings to keep abreast with the latest development in their field in order to improve on their job performance.

Moreover, it could also be concluded that information utilisation are crucial variables in predicting the productivity of library staff. In terms of the levels of predictability (information utilisation) it is found to have more significant contribution to the productivity of library staff in South West Nigeria. However the degree of needs for various types of information among library staff is closely linked with gender, level of education and level of awareness of available sources of information. According to Omotosho (1982) all that make up resources of any library include the library collections, the services rendered, physical facilities e.g. the building, the site furniture, reading space, adequate and quality personnel. These he said are criteria for evaluating the resources and services of any library. All the respondents agreed that information sources have a great significant for job performance of library staff.

RECOMMENDATIONS

Based on the findings of the study the following recommendation were made
1)   That information sources be provided to support library staff in their job performance
2)   That internet facilities be adequately provided. This has already been identified in this study. The need area boarder on networking which need to be carefully handled in order to improve productivity
3)   Adequate publicity should be given to library staff about the various information resources available to them. Such publicity should be given through interpersonal channel of communication involving colleagues Subordinate and superior officers that will empower them to utilise the information sources.
4)   To increase job performance, information sources in the library be made available through library association, symposium, conference proceedings attending seminars, scholarship etc.
5)   The information resources to be provided in the library should be in hard and soft copy, simplified English language be used. Note that, materials in foreign language may not be effectively utilised as a factor hindering effective utilisation of information by library staff.
6)   Adequate information be provided to library staff on the need for them to form and association/consortium where they will be able to acquire what they do not have in their own library that will enhance their job performance.

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