

## STRATEGIC PLANNING FOR ENHANCED JOB PERFORMANCE OF SELECTED UNIVERSITY LIBRARIANS IN UNIVERSITY LIBRARIES IN SOUTH-EAST, NIGERIA

By

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### Abstract

The study investigated strategic planning in job performance of selected university librarian in university libraries in South-East, Nigeria. The study adopted a descriptive survey research design using questionnaire as instrument for data collection. The population of the study consists of 6 university librarians from university libraries in South-East, Nigeria. A total of 6 questionnaires were distributed, all were retrieved. Data collected were analyzed using descriptive statistics mean and percentage mean score of 2.5 and above and percentage score of 50% were considered. The study revealed that strategic planning is for decision making, provides organizational long-term direction. analyzing the situation of an organization, it reveals and clarifies future opportunities and threats and strategic planning looks ahead towards desired goals. The study also affirmed the challenges affecting the implementation of strategic planning and among university librarians in selected university libraries in South-East, Nigeria as poor alignment, resistance to change, inadequate communication, lack of accountability, and slow adoption. The study recommends that university librarians should ensure that they adopt some good strategic plans in order to enhance their job performance and also, the challenges affecting strategic planning should be avoided by all cost.

**Keywords:** Strategic planning, Job performance, University librarians, University libraries

### Introduction

A university librarian is a professional who is trained in library and information science. He/she must possess either a bachelor degree, masters or Ph.D in library and information science, with a certified certificate in Librarian Registration Council of Nigeria (LRCN). The university librarian will provide vision, strategic direction and leadership to the university's learning spaces and resources, be the executive administrator of all its libraries, he/she will effectively deal with the developments and challenges affecting the library. The university librarian is responsible to the Vice-Chancellor through the Pro Vice-Chancellor (Academic) for the effective development, leadership, and management of the

University's libraries and learning spaces and resources. For this arrangement to be possible, strategic planning is critical.

According to Mitaki & Gitonga (2018), strategic planning is a rigorous process that leads to basic decisions and activities that define and steer an organization's identity, mission, and goals with an eye toward the future. Also, Mulyaningsiha et al. (2021), opined that strategic planning is something that every business should take extremely seriously. It is desired that librarians, information scientists, and archivists engage in strategic planning. Through the process of strategic planning, objectives are selected, strategies are formulated, strategic programs are established, and means of ensuring that policies and plans have been carried out are identified. A well planned strategic will surely influence job performance.

Job performance is the total expected value from employees' behaviors carried out over a predetermined period of time. It is related to how individuals perform in their job obligations in terms of expected quantity and quality of their jobs (Aeknarajindawat and Jermstittiparsert, 2020). The role of strategic planning in job performance of university librarians cannot be overemphasized. Strategic planning is the process of laying out a plan for an organization's long-term development, whereas performance management is the art of improving employee performance using organized methods. When combined, they make a formidable team that can elevate a university library to unprecedented levels. One could argue that strategic planning is a useful tool for raising employee performance. Strategic planning is one of the most important factors that impacts performance. It is one of the modern manager's toolkits for increasing output and handling unclear circumstances. It is said that one of the most important tools for a librarian to perform is through strategic planning. It is a procedure that closes the gaps between where we are and where we want to go by identifying and achieving an organization's goals and objectives. It is as a

result of these attributes that this title strategic planning in job performance of selected university librarian in university libraries in South-East, Nigeria is imperative.

### **Statement of the problem**

Strategic planning is regarded as an essential component of the strategic management process and a managerial method that enables university librarians to effectively handle upcoming disruptions and attain more control over their resources and environmental changes. Through comprehensive environmental assessment, strategic planning, strategic choice, library management establishes the organization's long-term direction and performance. This gives the university library a sustained competitive edge. By using a more methodical, logical, and reasonable approach to strategic decision, it aids libraries in developing stronger plans and fosters commitment and understanding among all librarians.

It has been observed that literature exist instrategic planning in job performance, but no study has been done on strategic planning in job performance of selected university librarian in South-East, Nigeria, hence the need for this study.

### **Objectives of the study**

The main objective of the study is to find out the impact of strategic planning in job performance of selected university librarian in South-East, Nigeria. The specific objectives are:

1. To find out the impact of strategic planning in job performance of selected university librarian in South-East, Nigeria

2. To find out the challenges affecting the implementation of strategic planning among university librarians in selected university libraries in South-East, Nigeria

## **Literature review**

In order to establish a firm framework for the study, the researcher critically analyzed literature done on the following area: strategic planning, job performance, relationship between strategic planning and job performance

## **Strategic planning**

In order to provide organizational long-term direction, set specific performance objectives, develop sets of activities to be carried out in a given time frame, and achieve these objectives in light of all pertinent internal and external circumstances, managers of organizations use a process called strategic planning. This approach involves making decisions and taking actions which involves executing, monitoring, and controlling the chosen plans (Pierce, 2017). According to Bryson (2004), an organization's identity, activities, and motivations are shaped and guided by the systematic endeavor to generate essential decisions and actions. It is essential to understanding how both public and commercial organizations determine their goals and implement policies (Bebbington, 2007).

According to Zandi, Sulaiman, Al Amtiyat, and Naysary (2013), strategic planning is the process of establishing goals, assessing the environment, creating solutions for the problems, and realizing and carrying out those solutions. According to Racynski (2018), strategic planning is determining an

organization's future goals and allocating the funds, assets, and labor necessary to achieve them. Strategic planning entails not just assessing the organization's desired future state but also identifying external factors that could impact that trajectory. These include rivals' moves, technological advancements, and dangers posed by shifting global conditions (Racynski, 2008).

According to Shah (2018), the goal of strategic planning is to provide a company a long-term advantage over its rivals. Strategic planning is necessary, according to a number of theorists and practitioners (Mitchelmore and Rowley, 2013). University librarians' decisions about strategies are influenced by the strategic planning process, which employs a methodical, logical, and rational approach. It offers a framework for decision-making and exposes and explains potential hazards and possibilities in the future. Therefore, strategic planning anticipates and aims for desirable outcomes.

### **Job performance**

Job performance refers to an employee's expertise in carrying out their duties in a way that helps the organization achieve its goals (Moonsri, 2018). It is also defined as an individual's productivity compared to their coworkers on a variety of job-related behaviors and results (Aeknarajindawat and Jermisittiparsert, 2020). Performance is determined by the quality and quantity of work completed as part of an employee's assigned responsibilities. Employee performance directly influences an organization's financial and non-financial outcomes (Anitha, 2014). Thus, organizations need high-performing employees to achieve their corporate goals, vision, and mission and gain a competitive advantage (Thevanes and Mangaleswaran, 2018)

Additionally, according to Viswesvaran and Ones (2000), job performance is defined as behavior that is developed, measurable, observable, and relevant to organizational goals. While employee

performance benefits the organization, organizational objectives also benefit from it. The foundation of organizational performance management is job performance. According to Rachman et al. (2020), job performance refers to all activities undertaken to enhance an organization's or company's overall performance, which includes the performance of each individual employee and work group in their respective tasks. This aids in locating and resolving issues that workers encounter at work (Mackey and Johnson, 2000). Performance management is viewed by Mathis and Jackson (2021) as a distinctive, goal-oriented, and long-term approach to evaluating and managing employee performance (Dessler 2013). Consequently, Robbins and Coulter (2012) use quality, quantity, timeliness, effectiveness, and independence for work to evaluate an organizational employee's performance. Employee performance provides numerous advantages in addition to being a contribution to the organization.

### **Relationship between strategic planning and job performance**

Strategic plan defines performance to be measured, while performance measurement provides feedback against the planned target (Dusenbury, 2020). Thompson Strickland and Gamble (2007) postulate that the essence of good strategy making is to build a strong market position and an organization capable to produce successful performance despite unforeseeable events, potent competitive and internal difficulties. Falshaw et al., (2016), in a recent study among the UK companies, found no relationship between strategic planning and job performance. Additionally, Gibson and Cassar, (2005) found no positive relationship between strategic planning and job performance. Shrader et al., (2019) observed that the direction of the relationship between strategic planning practices and job performance depends on the industry.

Kraus et al., (2016) proposed that in order to streamline strategic management literature regarding strategic planning and performance, a critical look at their dimensions and consistent use of the same be done. With the inconsistent approaches to strategic planning, its status remains unclear. Further its relationship with performance requires streamlining and is markedly unclear among public higher learning institutions. Aremu (2020) posits that strategy is needed to focus effort and promote coordination of activities. Without strategy an organization becomes bunch of individuals, hence strategy is required to ensure collective actions and concentration of efforts towards achieving organizational plans and objective.

Aldehayyat and Twaissi (2021) found a strong positive relationship between strategic planning and job performance in Jordanian small industrial publicly quoted firms. Key findings provided empirical evidence about the involvement of top and line management in planning, the use of environmental screening, and the use of strategy tools and techniques. Karel, Adam and Radomir (2013) in a study carried out in micro, small and medium-sized enterprises in Czech and Slovak Republic, stated that strategic planning is definitely reasonable activity of any company, since enterprises who did prepare detailed strategic document proved in 80 % of observed performance parameters better results than enterprises without written business plan. Further they stated that enterprises who did prepare brief, partial, concise strategic document proved only in 40 % of observed performance parameters better results than enterprises without written business plan, so there is necessary to put impact on proper strategic planning in all significant business areas.

## **Methodology**

The study adopted a descriptive survey research design using questionnaire as instrument for data collection. The population of the study consists of 6 university librarians from university libraries in South-East, Nigeria. A total of 6 questionnaires were distributed, all were retrieved. Data collected were analyzed using descriptive statistics mean and percentage mean score of 2.5 and above and percentage score of 50% were considered.

### Population of the study

**Table 1**

S/N	Institutions	Population of librarians
1	Nnamdi Azikiwe University Library	1
2	Chukwuemeka Odumegwu Ojukwu University Library	1
3	Michael Okpara University of Agriculture Umudike Library	1
4	Abia State University Library	1
5	University of Nigeria Nsukka Library	1
6	Alex Ekwueme University Library	1
	<b>Total</b>	<b>6</b>

The table 1 above shows the population of the university librarians in the following order: Nnamdi Azikiwe University Library (1), Chukwuemeka Odumegwu Ojukwu University Library (1), Michael Okpara University of Agriculture Umudike Library (1), Abia State University Library (1), University of Nigeria, Nsukka (1) and Alex Ekwueme University Library (1) respectively.



**Table 2**

**The impact of strategic planning in job performance of selected university librarian in South-East, Nigeria**

S/N	Items Statement	A	SA	D	SD	X	Remarks
1	For decision making	2	4	0	0	3.3	Accepted
2	It provides organizational long-term direction	3	3	0	0	3.5	Accepted
3	It analyzing the situation of an organization	4	2	0	0	3.6	Accepted
4	It reveals and clarifies future opportunities and threats	5	1	0	0	3.8	Accepted
5	Strategic planning looks ahead towards desired goals	3	3	0	0	3.5	Accepted

Table 2 depict the impact of strategic planning in job performance of selected university librarian in South-East, Nigeria in the following order: For decision making (3.3), It provides organizational long-term direction (3.5). It analyzing the situation of an organization (3.6), It reveals and clarifies future opportunities and threats (3.8) and strategic planning looks ahead towards desired goals (3.5) respectively.

**Table 3**

**Challenges affecting the implementation of strategic planning among librarians in selected university libraries in South-East, Nigeria**

S/N	Items Statement	A	SA	D	SD	X	Remarks
1	Poor alignment	2	4	0	0	3.3	Accepted
2	Resistance to change	2	3	1	0	3.1	Accepted
3	Inadequate communication	4	2	0	0	3.6	Accepted
4	Lack of accountability	5	1	0	0	3.8	Accepted
5	Slow adoption	4	2	0	0	3.6	Accepted

Table 3 shows the challenges affecting the implementation of strategic planning among university librarians in selected university libraries in South-East, Nigeria as poor alignment (3.3) resistance to change (3.1), inadequate communication (3.6), lack of accountability (3.8), and slow adoption (3.6) respectively. This implies that if the university librarians are not focused to plan, they will not achieve their strategic planning and this could lead to poor performance.

### Discussion of results

The study investigated strategic planning in job performance of selected university librarians in university libraries in South-East, Nigeria. Two research questions were formulated to guide this study. The result in table 2 shows that the impact of strategic planning in job performance of selected university librarian in South-East, Nigeria are for decision making, provides organizational long-term direction.

analyzing the situation of an organization, it reveals and clarifies future opportunities and threats and strategic planning looks ahead towards desired goals. This means strategic planning is critical for the job performance of librarians. The study also affirmed the challenges affecting the implementation of strategic planning in job performance of selected university librarian in South-East, Nigeria as poor alignment, resistance to change, inadequate communication, lack of accountability, and slow adoption. This implies that university librarians should try by all means to avoid these challenges.

## **Conclusion**

The study seeks to examine strategic planning on the job performance of selected university librarian in university libraries in South-East, Nigeria. In view of the various data collected through the use of questionnaire, the study revealed that strategic planning is positively linked to organizational performance. Yet many university librarians do not plan effectively. Strategic planning is an anticipatory activity aimed at designing the desired future of the university libraries and mapping out modalities to achieve the desired future. It is the process of dreaming and translating organization's dreams into reality which calls for the involvement of all university librarians. Strategic planning gives value to intent and intent is useless without proper planning. The essence of this paper is for university librarians to adopt and effectively implement it for the library to achieve its predetermined objectives. This paper will positively contribute to knowledge because it will help university librarians who have been neglecting the principle of strategic planning to have a second thought by adopting it.

## **Recommendations**

1. U

niversity librarians should ensure that they adopt some good strategic plans in order to enhance their job performance

2. Challenges affecting strategic planning should be avoided by all cost

3. University librarians should be specific about their objectives, ensure its appropriate formulation and communication to staff at all level of the library. Objective should be set prior to its accomplishment so as to embrace realistic performance measurement

4. University librarians should have a strategy evaluation and control system that monitors and examine the performance so as identify lapses for which corrective measure should be developed in order to improve the efficiency of the library

5. Short term planning should be done annually by the library management and checkmate against employee dedication and employee vigor in other to determine if the set oal was actualized within the stipulated time as slated.

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