

TECHNOLOGICAL INTERVENTION ON WORK CONDITIONS FOR STAFF DEVELOPMENT IN ACADEMIC LIBRARIES: IMPACTS AND CHALLENGES

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Abstract

This opinion piece analyzes the consequences of the multifaceted effect of technology interventions on the working conditions in academic libraries with the focus on staff development. The transformation of working conditions, both positive and challenging, is not a new phenomena in academic libraries, to which the sphere of digital technology, automation, and the influence of AI and the services based on it come. This essay is a critical analysis of how these technologies improvements affect key employment factors which include, the wage of employees, training of employees, potentials to advance, job security, annual leave policy, and disciplinary measures. Technology in the work environment of academic libraries has boosted service delivery as well as speeding up the processes. However, it has raised support policy concerns in unequal access to training, redundancy of roles and obsolescence. Besides emphasizing the role of a strategic plan that establishes a balance between technological enhancement and equitable staff development practices, the article has identified the kinds of technology intervention tools and some of the challenges encountered during the progression of technology into the business environment of academic libraries. Some of the recommendations include investing in continued training, creating open channels of promotion, ensuring there are fair performance appraisals, and maintaining job security. Technology can enhance rather than aggravate the work-life balance of academic library staff and enable academic libraries to consider a human-centred approach.

Keywords: *Technology intervention, work conditions, academic environment, and staff development*

Introduction

On the world stage, the workplace implication of academic staff development has been modified extensively owing to the integration of technology enhancements in operational and instructional models in academic institutions. Over the past two decades, universities and other higher institutions of learning have been embracing various pieces of digital technology. The technologies are transforming the internal human resource management of libraries and the service delivery of libraries, to their clientele. They are digital repositories, integrated library systems, AI-based catalogues and user support automation. The use of technology in the workplace has potential and challenges to it, particularly those relating to employee well-being. With adequate usage, technology interventions can significantly improve the working conditions of library staff by providing a livelier environment that is dynamic, effective and satisfying.

The technology has the potential to enhance their employee welfare through their salary. The National Minimum Wage Act of 2004, apart from advocating for minimum wage for employees, also supports the views that, rewarding an employee with a pay in the form of a salary is a valid contract between an employer and an employee. The employee must be paid by the employer and the payment would not be on a fun basis but as a strategy of influencing the workforce to remain a team and even a possible source of a stakeholder in the business. It is a fixed, recurrent amount that an organization pays to a worker typically, on monthly basis or twice per month. It can be referred to as a booster of the soul of employees for more job performances. Technology may not directly lead to more remuneration, but it can make the institutions save money and therefore become more

efficient, which in future may result in better remuneration arrangements. Moreover, workers who acquire certain new digital tools or who adapt to new technological systems can get certain bonuses or even receive a higher-paid job.

Technology intervention will also enhance the welfare of employees through training. Training is the entire process of providing these workers with the knowledge, skills and talents necessary to perform their respective tasks effectively. Whitehead (2022) quotes Kraiger (2017) who states that training consists of a sequence of actions that are carried out by an organization in order to enhance knowledge about the job, skills of the job, or alter the attitudes and social behaviours of the organization members to fit better within job requirements and organizational objectives. It is a calculated process that the organization pursues to enhance productivity, improve the level of employee performance, and achieve organizational goals. The most obvious benefits of any technology integration are probably in training. In e-learning, webinars, and digital certification programmes, the learning opportunities provided to staff members are flexible and on-demand.

Employee promotion can be described as the movement of an employee to a higher level in an organization that has a higher salary, more benefits, etc. It is quite an effective employee-motivation strategy and a major breakthrough towards employees that connotes expansion, satisfaction, and prospects. It could be said to be an example of a place where achievement and dedication are rewarded and characters are appreciated with more duties. Promotion is the most important aspect when defining the level of organizational commitment and job satisfaction by employees. Raising up or promotion is viewed as the

reward given to the worker, when he/she demonstrates commitment and loyalty to the organization

The probability that a person will continue to work without running the risk of losing their job due to no fault of their own is known as job security. For staff of the academic libraries, it is an active ingredient. According to Luthan, as cited in Okoye, Mbagwu, Moneke, and Abanum (2018), it comprises protection against illnesses and disabilities, protection against physical harm or hazardous conditions, protection against loss of income or economic disaster within the organization, and avoidance of tasks or decisions that carry a risk of failure and blame. This work conditions tool is considered to be one of the most significant determinants of employees' loyalty to the academic libraries and is essential for lowering employee attrition and preserving long-term employment relationships in the academic library environment.

It is anticipated that the academic library staff follow their annual leave system and some financial satisfaction is provided by their employers on improvising this. It is usually outlined in a contract of employment. It is a job requirement in a normal organization that has to be received by the employees on an annual basis. According to Nisar and Siddiqui (2019), annual leave is a statutory/minimal number of days that give organization time off annually with payments at the end of the year. This paid leave time off will allow staff to recharge in order to enlighten their mind and work better on whatever they are doing.

Disciplinary measures are formal provisions undertaken by an organization with the aim of controlling or rectifying employee conducts that are not aligned with the standards of performance, organization policies, or procedures. They should be used to

maintain order at the workplace and work ethics as well as apply regulations and promote even and fair treatment to employees. They motivate individuals, especially employees, to follow the rules and regulations, which have been promulgated to enable the organization to run without problems. Disciplinary actions on a disrupting employee may comprise warnings both oral and written, job termination, suspension and the worst thing is the demotion.

Technological intervention on work conditions in academic libraries

Technology intervention in the workplace represents the strategy of using technological equipment, procedures, and inventions to enhance, modify or substitute the traditional work procedures so as to boost productivity, efficiency, interactions and workers welfare. Lee and Chen (2020) define it as the deliberate incorporation of smart technology, automated structures, or digital devices into workplace in an attempt to increase productivity and human labor support as well as the improvement of organizational performance. It comprises a system involving data analyses, Artificial Intelligence-based scheduling, and workflow automation software that support streamlining the work tasks. All these can be used to book the pace and accuracy of operations as well as reduce instances of human error in the setting of an academic library. With this intervention, interactions among the staff in academic libraries have evolved in the degree to which they cooperate and share information. Performance tracking tools integrated by the managers enable them to take a clearer look at the performance, conduct, and policy adherence of the employees in a more objective manner. Usage of technology to intervene on the working conditions, like feedback made based on data, has made

performance management more open, according to Kassim et al. (2020). Also, West and Allen (2021) asserted that automated access control, sensor, and artificial intelligence-aided surveillance enhance workplace safety both onscreen and offline. Such measures reduce risk and ensure safety compliance. In contemporary working environment, technological intervention is a changing force. Even if it has many advantages, such efficiency, equity, and growth prospects, it must be used in an inclusive and moral manner to guarantee worker welfare and long-term success.

Types of technology intervention tools on work conditions for staff development in Academic Libraries

Having discussed technological intervention on work conditions in academic libraries, the following are some of the numerous types that can be applied to the academic libraries to enhance staff development.

Human resource management system (HRMS): These are the technological products that would allow the academic libraries to operate fully in automation payroll processing system. It will assist in management salary scales and adjustment, with history of compensation tracking and fitting performance data on salary scrutinizes. To make the organizational structure more efficient Gupta and Sharma (2022) recommend using an Human Resource Management System tools that unify numerous processes associated with human resources in one database and help make more reasonable decisions and enhance organizational performance. The utilization of this tool leads to the two possibilities of accurate salary management, transparency, and fair compensation decisions as well as supporting salary audit and benchmarking.

Learning management system (LMS): They are used as online software to provide online training courses, workshops and webinars, to track participation and certification and personalize training depending on job functions. It is a software or web-based programme used to pre-plan, carry out, administer and evaluate learning and training within an organization. It offers a single site where training resources as well as materials and testing may be produced, distributed and tracked. According to Epignosis (2022) and Instructure (2023), stated that by academic libraries using Moodle, Blackboard, Canvas, Google Classroom, Schoology, and TalentLMS platforms, they are able to enhance the skills of the library staff in both paper-based and online library services. They consider these tools to promote ongoing employee growth, to track training effortlessly and to ensure that employees are up-skilled and re-skilled in aspect related to library automation, information technology competency, cataloguing tools, information searching and customer service provision.

Performance management software (PMS): This is an online solution or programmed developed to plan, observe, assess, and enhance employee-performance in coordination of organizational objectives. It offers a clear guide in the establishment of performance goals, monitoring, providing feedback and making evidence-based decision with regards to promotion, stores promotional history and eligibility to advance career development. Pukakos (2009) listed the following advantages of performance management software; it facilitates the alignment of individual performance goals to organizational goals, enhances accountability and acts as a facilitator of data-driven decision making in human resource management. In academic libraries, PMS may be applied to measure employee competence

in such areas as accuracy of cataloguing, quality of user services, the adoption of technology, research support, and the other areas of teamwork. It is also useful in selection of the high performance staff as a way of promoting them where the process is transparent, merit-based, and in line with the objectives of the institution. Examples of technology PMS include PerformYard, Clear Company tools, Trackstar tool, Lattice tools, Workday tools, Power BI tools, etc. These tools may contain such features as continuous feedback, real-time performance monitoring, goal-setting architecture, 360-degree, and performance analytics.

Leave management system (LMS): These are digital online tools that enable organizations staff to request for annual leave online, track leave balances and accruals, and approve or reject annual leave automatically. Mathis et al. (2017) stated that leave management system are digital tools used to process the off-tracking various types of leave such as vacation, sick leave, maternity/paternity leave, and unpaid leave, by automating workflows and maintaining accurate records. They are used to streamline leave application process, prevent understaffing during key periods and also to promote work-life balance of employees. Some examples of leave management system digital tools are Keka, Zoho People, BambooHR, etc. This tools automatically improves the library management standard of enhancing employee's job performances and also stabilizes staff and management relationships.

Human resource information system (HRIS): These are online computer-based tools used to monitor employment contract, renewal dates, etc. It also obtains feedbacks on job

satisfaction and engagement; it also identifies and challenges potential areas of turnover. According to Torrington et al. (2017), the human resources information system can be described as software or online solution to manage, store, and process the information relating to the human resources, payrolls, recruitment, benefits administration, training, performance management and helps in tracking the skills gap and training requirements so that an organization can invest in the training and development for its employees and also the internal mobility of the employees which is paramount to long-term job security and retention. Workday, Oracl HCM, and SAP HCM are some of the examples of Human Resource Information Systems tools. These technological tools rejuvenate the traditional methods of administering human resources information regarding all the activities that relates to employees in an organization. It promotes and harmonizes all information regarding an employee and present them in an organized format for easy processing and assessment of the employee.

Staff disciplinary measure tools (SDMT): These are computer programmes or online platforms to manage cases, and document management system. They are utilized to record the incidents of misconducts, investigations and to record the evidence of warning, suspensions or dismissal as well as to respect the due process and confidentiality. Mathis et al. (2017) refer to them as applications, which help organizations to manage and record disciplinary actions against employees in a consistent manner that is transparent and legally conformed. These technological tools guide human resource personnel and managers in monitoring, implementing the rules of the company and observing due

process in handling disciplinary matters. Examples of such are; human resource acuity, Zenefits, DocuWare, etc.

Impacts of technology intervention on work conditions in academic libraries

Technology solution to work condition translates to a scenario whereby one does not work in a central (office or other workplace) location in the company of other workers in the same organization, but rather through technology (Information and Communication Technology) works remotely and virtually. Automation of the academic library environment system in terms of using software to manage its structure is something that brings reward and it has become a trend in both personal and government sectors of any organization. This automation holds tremendous impact on staff development, both good and bad. The results could be explained on a number of levels that could include efficiency, transparency, motivation and strategy on human resource planning.

Efficiency in staff salary: This is a state whereby the organization's monetary resources are utilized optimally to reward the employees in an equitable method, as well as upholding that the salary expenses is tied to productivity, performance, and organizational objectives. The introduction of automated system in terms of payment of salaries to staff of the academic library has increased efficiency, improved transparency and trust, and already has granted links to the development, transparency and promote data-base talents management. The main advantage of salary system automation is efficiency in the management of the payroll. Automation saves on human labour, lowers the possibility of mistakes, and no one misses their salary. According to Kavanagh, Thite and Johnson (2020), this art of efficiency in staff salary, may raise the level of the employee's trust in the

organization, which is a vital pillar of engagement and readiness to devote energy to the development procedures. Ogunleye and Akinlabi (2021) asserted that the errors in calculation of salaries which are prevalent in manual payroll systems are eliminated in the automated salary system and this include appropriate deductions of taxes, pensions and leave without pay (LWP) and the appropriate disbursement of allowances and overtime. When they have a clear understanding of the correlation that exists between performance and compensation, employees will be more willing to own their professional development. In addition, implementation of technology at the work condition in the academic libraries can assist staff to incorporate performance management devices that monitor performance goals, and competencies and results. Through this integration, it is possible to determine the weak areas on the skills of the staff and assist in formulating their needs based on concrete data that will facilitate specific training programmes.

Flexibility in staff training: It is the capability of organization to train its employees to fit their various needs, schedules, learning styles, roles and evolving conditions. With the advent of automated training processes, Learning Management System (LMS), learning platforms that are supported by artificial intelligence, and electronic learning portals, the process of staff development in any organization has been transformed. The delivery, tracking and personalization of training through these systems is automated and has numerous impacts to talent development over long term, organizational performances and employee development. According to PricewaterhouseCoopers (2020), automated training systems can tailor learning content to individual employee's needs, roles, and skill gaps using data analytics and artificial intelligence and this personalization increases training

relevance and effectiveness, leading to faster skill acquisition and improved job performance that further allows organizations to scale training across large, diverse workforces without significantly increasing cost or administrative effort. Also in views of Clark and Mayer (2016), technology intervention on work conditions allows and makes learning materials available, thereby providing employees access to training at their own pace and on various devices. This flexibility system can help academic library staff to satisfy a host of learning styles and work schedules and, as a result, enhance their engagement and retention and promote the culture of lifelong learning. Kavanagh, Thite and Johnson (2020), state that automated training helps managers and human resource teams monitor learning outcomes, identify underperforming areas, and design targeted interventions and also supports compliance training by documenting employee participation and certification. Consequently, automation of the training system reduces the necessity of printed materials, payments to teachers, and outlay on physical infrastructure. It also reduces the administrative burden of courses registration by scheduling, reporting and monitoring. All these beneficial implications of technological flexibility staff training will go a long way to improve library staff welfare and their job performances in measuring with 21st Century job demands.

Standardized criteria for promotion: In simple terms, standardized promotion factors are a set of rules or principles that an organization can use to evaluate applicants and determine whether or not to promote them to a higher grade, rank or level. The introduction of automated promotion systems at university libraries has had a lot of impact on staff development. These systems tend to analyze the performance of employees and

decide whether an employee can be promoted or not through preprogrammed requirements and computerized programmes. Technology has also allowed the academic library management authority to be more objective when implementing policies compared to the outdated approach. According to Khan and Bhatti (2017), by relying on quantifiable performance indicators such as publication counts, professional development activities, circulation statistics, and user satisfaction scores, automated promotion system will reduce the potential for human bias and favoritism. This culture of transparency will foster a culture of merit because it will motivate academic library employees to focus on quantifiable goals and professional growth. Besides motivating the achievements of specific standards, the systems also often contact the performance management systems, so that the employees could track their development and develop accordingly. Baro, Idiodi and Godfrey (2013) stated that automated promotion systems provide data to inform workforce planning, identify training needs, and allocate resources effectively. The management of the academic libraries must ensure that these systems are flexible and versatile enough to consider the dynamics of work responsibilities. In other words, employees will be permitted to strategize their development in line with the objectives of the institution when the requirements are put across in a language that they can comprehend. Performance analytics and feedback regularly provided by automated systems can help academic library professionals to understand their areas of strength and weakness. This promotes self-assessment and continuous improvement

Flexibility in the annual leave system: It means the extent to which employees can plan, request, and utilize their leave days in a manner that fits their needs, working

requirements and demands of the organization without following strict guidelines and bureaucratic delays. An adaptable leave system responds to the needs of the staff members and the institution to ensure well-being, work-life balance and productivity. Adeyemi and Edewor (2021) stated that the adoption of technological tools such as human resource management systems or leave management systems to annual leave system, allows for easy approvals, and fast tracking of the leave processes. They further asserted that the management should be in a position to reject or accept the requests of leave according to real-time information on the service needs of the library, the manner of staff, and the leave reserve. Also, employees will be able to do their leave request electronically. This saves time spent on administration and give employees time to relax, which makes them feel better and satisfied with their job. Olajide and Onuoha (2019) stated that when annual leave is well-managed through technology, staff are more likely to take their full leave entitlements without delay and since adequate rest improves mental health, and reduces burnout, productivity is assured. Implementation of automated annual leave system in academic libraries is an important technological intervention that directly affects the development of personnel. The system operates on digital platforms to process leave applications, approvals, balance, and tracking, as opposed to the manual versions of the same. The audit trails and time-stamped records of all leave requests and approvals offered by these digital systems minimize favouritism, discrimination, or unfair denial of leaves. This approach will enable academic library staff to view their leave history, as well as the leave entitlements, which will also help build a feeling and system trust with the organization within which they find themselves. Automation of the leave management

system not only simplifies the administration processes, but also improves staff well-being, enhance performance improvement, boosts overall career growth, and can also remind employees and managers of any unused leave, thereby creating a wellness culture.

Measurable job guarantee: This is a system or programme that guarantees a job on certain quantifiable performance measures or criteria. Provided that an individual meets some pre-defined and well-defined requirements concerning his or her job, he/she will be hired according to this type of system. An automated job security system is the use of computer programmes and algorithms to survey, evaluate and control employment stability using open and unbiased performance standards and institutional values. In academic libraries, where employment decisions must be handled fairly, transparently, reliably, and professionally stable, intellectual engagement are crucial. This type of framework can have a significant impact on staff development outcomes. According to Armstrong (2012), transparency in employment practices enhances employee morale and encourages greater investment in personal growth and development. Because job security is now decided on objective criteria rather than subjective ones like promotions, contract renewals, and this transparency encourages confidence among employees. Automated job security systems also tend to base contract renewals and employment on measurable performance outcomes, which has an impact on staff development. This encourages the staff to develop into more proficient professional. Noe (2020) asserts that when systems link security with skill development, employees are more motivated to engage in training and self-improvement. Based on the foregoing, academic library staff tend to be more

focused in the improvement of their job performances being rest assured that their job is not under any form of treat.

Automated disciplinary measure system: This is a technology solution, which monitors employee performance or behavior or adherence to a policy and, when specified rules are violated, it automatically triggers disciplinary actions. This technological intervention has led to the improvement of the welfare of academic library employees. Administrative practices can become more transparent, predictable, and equitable in the discipline of staff members through the use of technology by libraries. This boosts morale and welfare of the employees at the workplace. Akanmu, et al. (2022) noted that, in terms of conduct reporting and placing emphasis on violation, this system enhances employee accountability, reduces subjectivity in key disciplinary measures, and enhances the clarity of the processes. Aina (2020) suggests that the application of technology intervention strategies such as integrated HRM system, biometric attendance system, and surveillance system can enable an organization to objectively observe the behavior of its employees. These technologies also ensure that disciplinary measures are based on objective facts and not on subjective decisions by minimizing the influence of bias and human error in recording attendance, punctuality and other institutional prerequisites. As Adeyemi and Edewor (2021) earlier notes, digital human resource system will help libraries to automate the process of infraction recording and tracking. Consequently, these systems mostly involve standard sanctions, sufficient documentation and pre-created disciplinary workspaces that will deliver the appropriate response at the right time. This improves due process and transparency while decreasing irrationality. Due to the perception of fairness

that such transparency will encourage, the likelihood of staff members complying with professional standard increases. This leads to library staff members being more serious about their professional development and undergo some form of training or mentorship to prevent violations. Lee and Wang (2020) claim that the positive feedback loop could also apply to automated disciplinary measures, including automated positive behavior recognition and positive reinforcement of employees, which can enhance employee performance and indirectly influence professional development.

Challenges encountered in technology intervention on work condition in academic libraries.

Technology interventions in academic libraries have reshaped many aspects of the librarianship profession. However, beyond service delivery and resource management on staff development, technology intervention has posed series of challenges to its application on work conditions. Discussed below are some of the challenges:

Uncompetitive pay and job de-skilling: In the current climate where considerably more skills are placed on technology, the role of traditional library work can be of less perceived value especially when it can be computerized, for example in the areas of cataloguing, classification, etc. In sharing the research results carried out on library personnel and the earnings growth, Ajegbomogun and Salaam (2011) have indicated that failure to redefine library functions to accommodate the use of technology may lead to slower or decreased salary increments. This means that, information and communication technology skills competencies do not necessarily translate to corresponding remuneration to the staff and this could cause dissatisfaction because his expectations would not be given to him and hence he resorts to finding better alternative to his job environment.

Poor and uneven training possibilities: Most training is erratic or is lacking altogether especially in the developing countries despite technology demanding new competencies. Edewor, Osuchukwu and Eghosa, (2016), Adeleke and Olorunsola (2020) and Okonoko (2020) noted that most academic libraries do not have format capacity-building initiatives, documented digital divide among employees, limited practical experience and staff confidence. In many cases, personnel do not even receive the mentioned training, leading to internal inequality. Based on this uneven training possibilities, employees tend to revert to the traditional methods of training, where they believe they can personally monitor and channel their training areas.

Imperfect promotion requirements: Technology adoption surely adds roles such as systems librarian, digital curators, etc., but also there is a tendency not to create promotional structure to support them. It brings about a scenario where the expectations or criteria to be promoted to a higher post within a job/organization are vague, cloudy or ill-defined with a possibility of frustrating the risk of confusion and perceptions of injustices among employees. Aina (2014) reveals that ambiguous promotion may cause confusion and frustration of staff, particularly when the introduction of new roles to pursue is accompanied by absence of a clear path to follow or when the traditional roles are no longer emphasized in promotion schemes. Based on the vague or ill-defined promotion requirements to the employee, there is a bias view of not willing to support the digital approach introduced by the organization.

Reduced access to annual leave: Technologies intervention service expectations have introduced round-the-clock work culture, where staff are expected to be responsive even

during leave periods. According to Edewor (2016), libraries offering 24/7 online support may indirectly reduce staff access to uninterrupted annual leave or result in pressure to be available during off-hours. This means that management have direct access to employees at any point they desire, thereby increasing frequent accessibility to employees. This act makes employees not to have time to relax and enjoy their annual leave period as expected and this results in creating pressure on the employee to always stay available in the rendering of services.

Job Insecurity: The implementation of technology in any given organization may decrease job security as it alters the procedure and methods of working. This implies that since new technologies have evolved, there is need to acquire new skills to carry out these jobs. One of the consequences of the automation and digitalization of the operations of acquisition, cataloguing and reference services in the academic libraries is the elimination of some positions. According to Okonoko, (2020), he perceived that the ability of machines or software to substitute human jobs, contribute to this fear and this leads to job insecurity among the older generations or those without outstanding digital skills. This is a sign that those employees who fail to upskill or reskill can endanger their relevance. Such technologies have increased the vulnerability of individuals who do not adjust to the digital skills to loss of employment opportunities particularly in fast-evolving research centres that are IT driven.

Digital manipulation: When the technology is applied in academic libraries, it transforms the approach of supervising and holding employees responsible. This transition has the potential to increase more direct or rigid disciplinary measures founded on digital

proof which further inflicts influences on how relaxed, safe or anxious the working gyre may be to staff. Misuse of digital resources, violation of data privacy or non-compliance with ICT policies are other disciplinary issues that technology brings in. According to Adeleke and Olorunsola (2010), there is the lack of clear disciplinary channels in most libraries that are applying information technologies on implementation of the library functions, where both the staff and its management are not certain of the procedures. It intimidates employees because they feel that the digital evidence will always be used to take disciplinary actions against them since they can be manipulated by the one operating the equipment.

Recommendations

Based on the challenges unveiled from this study, the following are the recommendations to sustain technological interventions on work conditions for staff development in academic libraries:

1. A benchmark salary against comparable institutions and related information profession should be introduced regularly, specialist competency supplements of skill maintenance should be offered, high demand position incentives should be applied to reduce turnover, and scholarly communication office, AI literacy and research analytic should be implemented to prevent job deskilling
2. Training and professional development should be made better by the instrumentality technology intervention on staff development. Established systematic and fair training systems that would provide every staff member with exposure to digital and new technology training. Micro credentials, online

certificate, attendance of conferences and development of internal mentoring system to disseminate digital competencies among teams are support with continuous learning models

3. Promotion cases should be reformed in cases where promotion is viewed as imperfect and unfair. There should be an introduction of a set of clear promotion standards that are in line with digital capabilities and innovation input. Both technical and administrative career development lines at the digital level should be established with clear advancement prospects and online periodic reviews and appeal procedures to make the system just in serving the interest of the employees.
4. Defending worklife balance (Annual Leave System). Work life balance is improved through the use of online leave application, automatic approvals, updated leave balance in real time and automated calculation of accruals. When emotionally stable and having their lives planned to fit daily programmes, then library personnel are likely to be mentally stable in workplaces

Conclusion

The adoption of technology in academic libraries has greatly increased the development of their staff in a variety of human resource sectors. Technology has also simplified the process of benchmarking salaries, measuring performance, and budgeting, as well as creating far more transparent and equitable pay scales through data-base management and operational modernization. The digital world and e-learning tools have increased the access to the continuous development of the profession. Remote workers are now able to access workshops, webinars, and certification programmes, which have led to a

more skilled and informed workforce. The application of technology has simplified the process of running leave management systems and has facilitated the allocation of leave and easy monitoring of the availability of leave. This will ensure compliance with the policies of the institution and reduce mistakes in administration. More also, performance management systems based on technology provide measurable and consistent criteria to evaluate employees, promote a culture of merit-based promotion, and increase motivation and professional development. Through the advancement of technology, academic library staff have become more efficient and useful, and have retained their position in the organization. This leads to long-term job security because staff roles will change, instead of becoming irrelevant as the library becomes more digitally integrated. Technology intervention has ensures effective monitoring and recording of workers' performance and behavior leading to timely and fair disciplinary measures.

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