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Library Associations as A Catalyst for Job Performance Among Librarians: Experience from Tanzania Library and Information Association

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ABSTRACT

This study conducted a comprehensive investigation into the role of the Library Association as a catalyst for job performance among members of the Tanzania Library and Information Association (TLA). A case study design was adopted to explore the influence of TLA on the job performance of librarians. The study utilized a web-based survey methodology, where a hyper-link containing the survey questions was created and distributed to participants, allowing the researcher to collect a substantial amount of data in a short period. The collected responses were subsequently exported to the Statistical Package for the Social Sciences for descriptive analysis. The results revealed that membership in the TLA has a beneficial influence on job performance. Furthermore, results revealed that their association with the TLA has improved librarian's competencies and knowledge base. The researcher recommends that TLA should improve the frequency and diversity of training initiatives, customize training to address modern trends and requirements and enhance accessibility to professional development.

KEYWORDS

Information Association; job performance; librarians; library Association; Tanzania; TLA

Introduction

Library associations globally play an essential role in uniting librarians and information professionals from both private and public sectors. For librarians engaged as academic personnel within institutions of higher education, these associations offer a forum to disseminate their scholarly contributions and achieve publication in conference proceedings (American Library Association (ALA), 2024). Furthermore, library associations facilitate the junior staff's access to the expertise of seasoned professionals through the exchange of best practices. Through library associations, library professionals receive opportunities for professional development and education, which is vital for their job performance (ALA, 2024). The advantages of library associations are considerable; existing literature demonstrates that librarians benefit from opportunities for professional development and training programs that supplement their competencies and enhance their everyday job performance.

The International Federation for Library Association (IFLA) has been advocating for

libraries, inspiring and enhancing professional practice as well as enabling professional development and capacity building aiming at ensuring that librarians perform better in their libraries (IFLA, 2024). In Tanzania's perspective, the Tanzania Library Association (TLA), currently recognized as the Tanzania Library and Information Association, was founded in 1973 in the aftermath of the disbandment of the East African Library Association (EALA). It serves as the exclusive professional entity that advocates for library and information professionals within the territorial confines of Tanzania. A pivotal function of this organization is to guide governmental and private sector entities regarding issues pertinent to the caliber of library and information services. Additionally, it arranges conferences, workshops, seminars, and educational courses with the goal of enhancing knowledge and skills. However, the effectiveness of these endeavors is not clearly seen (TLA, 2024). Specifically, the TLA is the focus of this study, which aims to explore the role library associations have in improving job performance

among librarians. Specifically, this investigation aimed to:

- i. Assess the influence of TLA membership on job performance among librarians and
- ii. Determine the impact of TLA in providing professional development opportunities that enhance job performance.

Literature review

A literature review is a crucial component of any research project. It guarantees that the researcher expands upon the work of previous academics, identifying the gap that has to be filled. The literature evaluation for this study has been carefully considered and arranged thematically based on the particular goals driving this inquiry to facilitate reader comprehension.

Influence of library association membership on job performance among librarians

Membership in professional library associations exerts a considerable impact on the job performance of librarians by facilitating vital professional development and networking opportunities. These associations provide culturally pertinent training that augments both professional acumen and social engagement, which are essential for optimal job performance (2012). Through ongoing educational initiatives, librarians are able to remain informed about contemporary trends and best practices, consequently enhancing their proficiency within the profession. Furthermore, professional library associations cultivate communities of practice, enabling librarians to exchange knowledge and experiences, which may result in improved job performance (Jishnu & Vijayan, 2023).

The networking prospects afforded by association membership also facilitate access to invaluable resources, thereby contributing to enhanced job efficiency. In summary, the amalgamation of professional development, continuing education, and community involvement within library associations fosters a conducive environment that not only strengthens individual librarian competencies but also raises the general standard of library

services. This complete strategy emphasizes the pivotal role that membership in library associations occupies in shaping the professional framework for librarians (Farmer, 2014; Ibrahim et al., 2023).

Professional development in professional associations

Professional associations serve as a significant mechanism for the enhancement of members' competencies and the advancement of their professional trajectories. A study conducted by Ali (2013) elucidated the advantages that members of library associations are predisposed to acquire, which encompass the expertise gained through training sessions offered at seminars and conferences organized by these associations. Through their commitment to the development of skills, library associations have rendered considerable contributions to the discipline. Research by Kenis et al. (2022) demonstrated the establishment of a library aimed at supporting theological researchers, thereby extending its biblical research and educational mission into the United Kingdom. This underscores the essential function and assistance rendered by library associations, as emphasized by Dunne (2022), who articulated that the significance of affiliation with a professional organization encompasses not only the provision of comprehensive and tangible support but also the facilitation of a network of stakeholders with whom individuals can engage, exchange ideas, and collaborate.

The imperative for proficient librarians in the delivery of library services has likewise been affirmed by Mubofu and Mambo (2025), who undertook an investigation at the Tanzania Library Service Board (TLSB), revealing that TLSB employed personnel with specialized competencies catering to adult learners. As an active participant in the Tanzania Library and Information Association (TLA), members of TLSB have substantially benefited from the training and various opportunities provided by the library association in Tanzania. Library associations fulfill a significant function in linking their members with the various opportunities present within the domain of librarianship through the

organization of seminars and conferences. The research undertaken by Johnson (2000) demonstrated that library associations, such as the European Association for Library and Information Education and Research (EALIER), have been instrumental in facilitating information exchanges among members while also providing support for international conferences. These conferences and seminars hold considerable importance for members, particularly for academic staff, who are typically expected to deliver presentations at numerous conferences and disseminate their research findings for public access, thereby addressing the information requirements of society.

The seminars organized by library associations facilitate the acquisition of numerous competencies by the academic faculty, enabling them to develop manuscripts that are suitable for submission to various peer-reviewed journals. In this regard, library associations have demonstrated sustainability across numerous nations, including Tanzania, where annually, the TLA convenes for a duration of five days to engage in training seminars alongside their annual general meeting. During these training seminars, participants attain a plethora of skills, particularly those pertaining to information retrieval techniques, scholarly composition, and the procedures involved in research publication (Henczel, 2014). Notwithstanding the significant contributions made by library associations in providing their members with pertinent information that may enhance job performance, there remains a paucity of evidence regarding the extent to which the TLA has catalyzed improved job performance.

Professional library societies offer vital professional development, networking opportunities, and culturally appropriate training that greatly improves librarians' job performance (Farmer, 2014; Ibrahim et al., 2023; Jishnu & Vijayan, 2023). These associations promote knowledge exchange and cooperation by facilitating the acquisition of skills through conferences and seminars (Ali, 2013; Dunne, 2022; Kenis et al., 2022). There is still a lack of information in the literature about the precise effect of the TLA on enhancing job performance despite the associations' acknowledged advantages, such as their

support of specialized competencies for providing library services (Mubofu & Mambo, 2025).

Conceptual framework

The principle suggests that TLA functions as a catalyst by furnishing its members with opportunities for professional development, pertinent resources, and avenues for networking, which collectively engender enhanced skills, knowledge, and job satisfaction. These mediating variables, in turn, exert a favorable impact on the job performance of librarians, thereby enabling them to serve their institutions and patrons more effectively. This methodological framework facilitates an exploration of the direct correlation between library associations and job performance whilst concurrently investigating the extent to which professional advancement and resource availability contribute to this outcome. The assumption is that involvement in TLA membership provides librarians with access to professional development opportunities and resources, enhancing their knowledge, skills, and motivation, which ultimately improves job performance in libraries, as summarized in Figure 1.

Materials and methods

Participants

The present investigation engaged individuals affiliated with the TLA, which currently boasts a membership of one hundred and fifty active participants (TLA, 2024). The selection of these participants was intentional, given their status as beneficiaries of the seminars, workshops, conferences, and training programs that the TLA routinely organizes and implements. Consequently, the study participants were anticipated to possess a sufficient level of expertise and to be capable of providing insights regarding the role of library associations as a catalyst for enhancing job performance among librarians.

Study design and approach

The research employed a case study design, which facilitated a comprehensive exploration of the influence of the TLA on the job performance

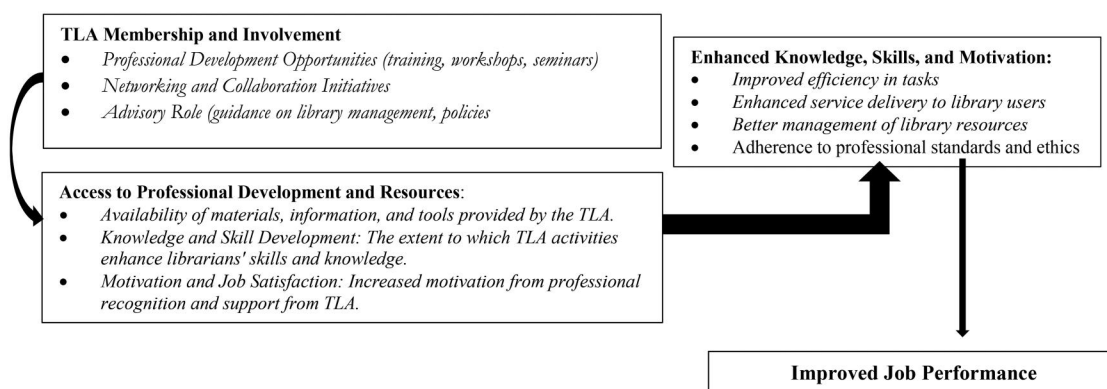


Figure 1. Conceptual framework.

of librarians. As postulated by Leedy and Ormord (2005), a case study design involves a general investigation of a specific individual program over a defined temporal framework. Case study design, though dominantly employed in qualitative studies, is too prevalent in quantitative research studies (Mubofu & Mambo, 2025). A quantitative research approach entails collecting and analyzing numerical data to conduct systematic investigations of phenomena. This methodology is distinguished by its use of statistical methods to test hypotheses and examine relationships between variables, allowing researchers to draw objective conclusions from their findings (Creswell & Creswell, 2018). In this study, a quantitative research approach was used, including a survey instrument featuring a closed-ended Likert scale with four response options. This method quantified participants' views and impressions, allowing for a more thorough study of the data acquired. The participants in the study were instructed to select from the given options without the opportunity to express their personal viewpoints.

Population, sampling procedures, and sample size

The demographic cohort under scrutiny in this inquiry is distinguished by its homogeneity, as the participants collectively possess the attribute of being information professionals (Creswell & Creswell, 2018; Leedy & Ormord, 2005). A homogeneous demographic suggests that the individual components within the population display congruence with respect to the relevant characteristics of interest (Leedy & Ormord,

2005). The demographic cohort selected for this investigation consisted of 150 library professionals affiliated with the Tanzania Library and Information Professionals Association during the phase of data collection (TLA, 2024). A purposive sampling method was used to select participants based on their affiliation with TLA and their participation in TLA's training programs to enhance their technological skills in library and information studies. In purposive sampling, the researcher intentionally selects participants for a specific purpose. The predetermined sample size of 115, representing 77% of the target population (150), was considered sufficient for analysis. According to scholars like Kothari (2004), Cochran (1977), Yamane (1967), and Moore and McCabe (1989), a sample size of 30 is generally adequate for statistical analysis. Therefore, the sample size used in this study is more than adequate and provides a robust basis for reliable conclusions.

Data collection methods, analysis and presentation

The data pertinent to this investigation were amassed utilizing a questionnaire methodology, wherein a structured instrument comprising closed-ended inquiries was disseminated to a cohort of 150 active members of TLA to elicit pertinent information for this research endeavor. Creswell and Creswell (2018) explain that a questionnaire is a tool used in survey design, completed by participants and returned to the investigator for detailed analysis. In this study, a web-based survey methodology was utilized.

A hyperlink containing the survey questions was created and distributed to participants *via* a user-friendly platform such as Google Forms or Survey Monkey. These platforms facilitated easy survey distribution and data collection by allowing the creation of customized surveys, automatic data compilation, and real-time access to responses. Additionally, the analytical tools provided by these platforms assisted in organizing and analyzing the collected data efficiently within a short timeframe. Creswell and Creswell (2018) observed that through the application of web-based surveys, researchers can efficiently gather a significant quantity of data rapidly. Data collection for this study transpired over a two-week interval, after which the link containing the inquiries was deactivated to facilitate the researcher's progression toward further analytical processes. The collected survey data was analyzed using SPSS version 23. Descriptive statistical analysis was conducted, and the findings were presented in frequencies and percentages. These results were displayed in tables and figures generated with the aid of an artificial intelligence tool, napkin.ai, which converts text into figures to ensure clarity and facilitate comprehension. This approach helped present the data in a visually appealing and easily understandable manner.

Findings and discussion

Response rate

The questionnaire was sent out to 150 active participants of the TLA. Out of these, 115 individuals successfully filled out the survey, resulting in a response rate of 76%. Since this rate surpasses the 50% benchmark, the researcher moved forward with the study. For more details, see Figure 2.

Influence of TLA membership on job performance among librarians

The primary aim of this research was to assess the influence of TLA membership on the job performance of librarians. To achieve this aim, three related questions were posed to the respondents, which are discussed in the succeeding subsections.

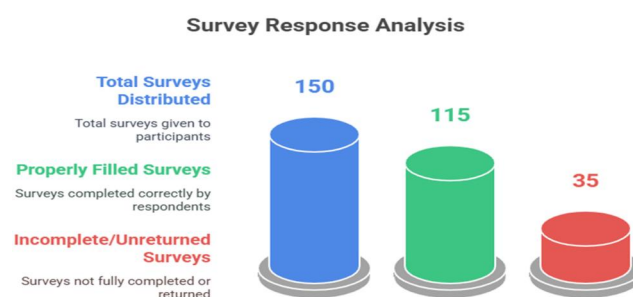


Figure 2. Response rate.

Table 1. The influence of TLA membership on job performance ($n = 115$).

	N	%
Strongly Disagree	24	20.9%
Disagree	12	10.4%
Agree	23	20.0%
Strongly Agree	56	48.7%

Source: Research data (2024).

The influence of TLA membership on job performance

Respondents were asked to express their level of agreement with the statement: "Membership in the Tanzania Library and Information Association has positively influenced my job performance." The findings revealed that 56 librarians (48.7%) strongly agreed that TLA membership positively impacted their job performance, enhancing their professional growth, skills, access to resources, and job efficiency. Additionally, 23 (20%) agreed, 12 (10.4%) disagreed, and 24 (20.9%) strongly disagreed. Table 1 provides a detailed breakdown of these results. Generally, the perception among participants indicates that TLA membership enhances job performance by offering relevant knowledge, networking opportunities, and career development support.

The perception of TLA membership among participants indicates a generally positive influence on job performance, with 48.7% strongly agreeing that it enhances occupational efficacy. The findings are in line with the study findings by Mubofu and Mambo (2025), who argued that TLA membership is linked to enhanced professional skills and networking opportunities, which can lead to improved job performance. A supportive work environment, as fostered by associations like TLA, correlates with higher employee well-being and task performance (Das & Rajini, 2024). While TLA membership is generally

Table 2. The role of TLA in enhancing librarians' work through essential resources ($n = 115$).

	N	%
Strongly Disagree	13	11.3%
Disagree	17	14.8%
Agree	29	25.2%
Strongly Agree	56	48.7%

Source: Research data (2024).

viewed positively, the disagreement highlights the need for the TLA to address perceived inequities to enhance its general impact on job performance.

The role of TLA in enhancing librarians' work through essential resources

Participants were asked to rate their agreement with the statement, "TLA provides essential resources that enhance my effectiveness as a librarian." The findings showed that 56 participants (48.7%) strongly agreed, 29 (25.2%) agreed, 17 (14.8%) disagreed, and 13 (11.3%) strongly disagreed, as presented in Table 2

While a sizable proportion of participants (48.7%) agree that TLA's resources play an important role, a significant minority voice displeasure. This dichotomy emphasizes the necessity for TLA to address its members' concerns. An additional 25.2% agree, suggesting that the majority understands the importance of TLA's services in advancing librarianship (Kassim, 2024). A combined 26.1% of respondents (14.8% disagree and 11.3% strongly disagree) believe that TLA does not effectively support their professional activities, indicating an opportunity for improvement (Bulugu & Nkebukwa, 2024).

TLA affiliation and job performance improvement

Respondents were asked to rate their agreement with the statement, "TLA affiliation has enhanced my skills and job performance." The findings indicate that the majority of participants recognized the positive impact of TLA affiliation on their skill development and job performance. Specifically, 53 participants (46.1%) agreed, and 43 participants (37.4%) strongly agreed that their involvement with TLA had enhanced their professional abilities. Conversely, 11 participants (9.6%) disagreed, and 8 participants (7%) strongly disagreed, as shown in Figure 3. In the context of this study, "positive impact" refers to the beneficial effects that TLA

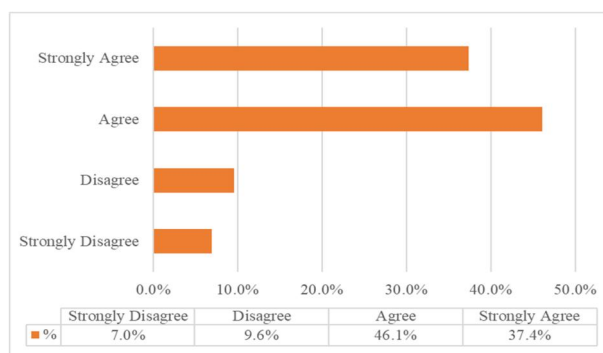


Figure 3. TLA affiliation and job performance improvement.

affiliation has on librarians' professional development. This includes improved skills, access to valuable resources, better networking opportunities, and increased effectiveness in performing job-related tasks. These results suggest that most respondents view TLA as a valuable platform for professional growth, significantly contributing to their efficiency and overall job performance.

The findings indicate a strong belief among participants that their affiliation with the TLA has significantly enhanced their skills and knowledge, leading to improved job performance. Specifically, 46.1% agreed, and 37.4% strongly agreed with this assertion, highlighting TLA's positive impact on professional development. According to the Wema (2024) study, TLA is essential in planning training sessions and seminars that help library employees become more professional and information literate, which ultimately enhances their ability to do their jobs. Additionally, Vincent's study from 2022 showed that TLA training improves members' use of library resources, which is crucial for improving service delivery at work.

Role of TLA in professional development

The second objective aimed to assess the influence of TLA on offering professional development opportunities that improve job performance. In pursuit of this goal, three questions were presented to the respondents, as outlined in the following sections.

TLA training improves professional skills

Participants were asked to indicate whether TLA's training and workshops improve their

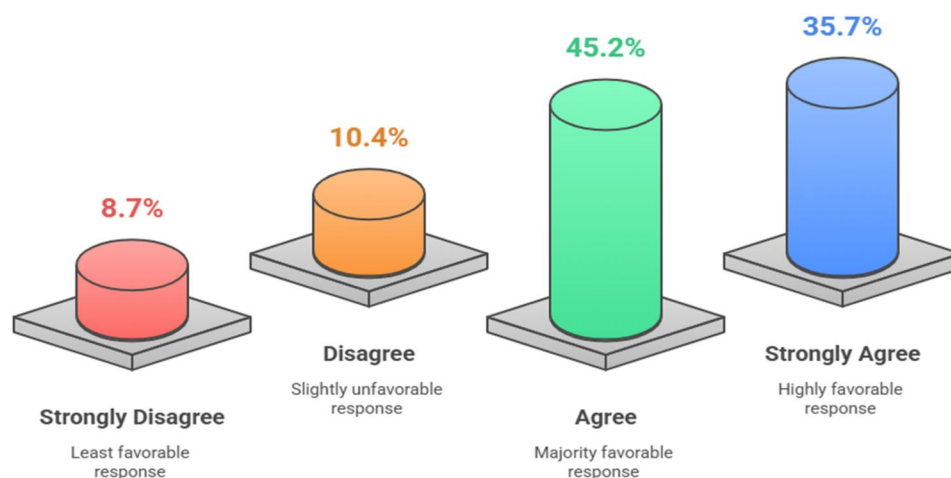


Figure 4. TLA training improves professional skills.

professional skills. The question aimed to evaluate the relevance and effectiveness of TLA's training programs in promoting professional growth. The results revealed that most respondents found these programs beneficial, with 52 (45.2%) agreeing and 41 (35.79%) strongly agreeing that TLA's training enhanced their professional skills. In contrast, 12 (10.4%) disagreed, and 10 (8.7%) strongly disagreed, as presented in Figure 4. These findings underscore the important role of TLA in supporting continuous professional development for librarians.

TLA's training and workshops significantly contribute to skill development by providing librarians with updated knowledge, practical expertise, and industry best practices. These programs cover essential areas such as digital resource management, research support, cataloging, information literacy, and emerging technologies in library services. Through these workshops, librarians refine their technical skills, enhance service delivery, and stay current with evolving trends in the field. This continuous professional development ensures that librarians are well-equipped to meet the needs of their patrons and effectively manage library resources.

The survey results indicate a positive perception of TLA's training and workshops, with a majority of participants acknowledging their effectiveness in enhancing professional skills. Specifically, 52 participants (45.2%) agreed, and 41 participants (35.79%) strongly agreed that TLA's training enhanced their professional skills. In contrast, 12 participants (10.4%) disagreed, and 10 participants (8.7%) strongly disagreed.

Table 3. TLA programs support librarians' growth ($n = 115$).

	N	%
Strongly Disagree	9	7.8%
Disagree	23	20.0%
Agree	16	13.9%
Strongly Agree	67	58.3%

Source: Research data (2024).

These findings align with various studies that emphasize the importance of professional development workshops in fostering skill enhancement among educators and professionals. For example, a study on teacher training workshops revealed that 50% of participants felt these sessions significantly improved their professional skills, highlighting the motivational aspect of such training (Shakir et al., 2019). Similarly, professional development workshops aimed at school professionals showed significant increases in self-reported knowledge and skills, with participants expressing high satisfaction levels (Kaye et al., 2022).

TLA programs support librarians' growth

Participants were also inquired whether the professional development programs provided by TLA assist them in keeping up with the latest trends in librarianship. The analysis findings indicated that 67 participants (58.3%) strongly agreed with the statement, 23 (20%) disagreed, 16 (13.9%) agreed, and only 9 (7.8%) strongly disagreed, as illustrated in Table 3.

The analysis of participants' responses regarding the effectiveness of professional development programs provided by TLA reveals a significant majority (58.3%) affirming their value in keeping

up with current trends in librarianship. This finding underscores the critical role of professional associations in facilitating continuous learning and adaptation within the field. Professional development programmes are important for libraries and librarians to stay current with evolving technologies and practices (Wolfe, 2016). Farmer (2007) reported that professional associations like TLA provide culturally relevant training that aligns with global standards, enhancing librarians' competencies, which are important in job performance. Additionally, the study by Lux (2024) argued that Library associations facilitate training and provide resources that help librarians stay informed about technological advancements, enhancing their advocacy skills and capacity to adapt to evolving library services.

TLA's development programs boost job performance

Participants were asked to assess the impact of TLA's professional development opportunities on their job performance. The findings revealed that 50 respondents (43.5%) agreed, and 38 (33%) strongly agreed that TLA positively contributed to their job performance. Conversely, 19 participants (16.5%) strongly disagreed, and 8 (7%) disagreed. As summarized in Table 4.

The findings indicate that a significant proportion of respondents hold the view that the professional development programs offered by TLA have positively influenced their job performance. In particular, 43.5% agreed with this assertion, while 33% indicated strong agreement, thereby highlighting the pivotal role of the association in facilitating professional advancement. This indicates that a majority of participants perceive TLA's services as vital instruments for enhancing their competencies and performance in the capacity of librarians. TLA's professional development opportunities, including specialized training, workshops, seminars, and networking events, enhance librarians' skills in areas such as

Table 4. TLA's Development programs boost job performance ($n = 115$).

	N	%
Strongly Disagree	19	16.5%
Disagree	8	7.0%
Agree	50	43.5%
Strongly Agree	38	33.0%

Source: Research data (2024).

digital literacy, research support, emerging technologies, information management, and leadership (Dunne, 2022). Participating in these initiatives, librarians gain practical experience, stay updated with industry trends, and improve service delivery (Jishnu & Vijayan, 2023). The results suggest that most librarians value these opportunities for boosting their expertise, confidence, and job performance.

The assumptions drawn from this study are consistent with the research conducted by Nadarajah et al. (2012), which demonstrated a constructive correlation between professional development and job performance. This phenomenon is evident in the case of TLA, which has been instrumental in empowering librarians to enhance their efficacy within their respective workplaces. The impact of library associations on job performance was also acknowledged by Dunne (2022) when the study established that library associations enhance job performance by fostering professional development, collegiality, and knowledge exchange, which contribute to increased employee productivity and job satisfaction within the library and information services sector

Conclusions

The research asserts that membership in the TLA has exerted a beneficial influence on the job performance of librarians in Tanzania; nevertheless, it is imperative that the TLA organizes a substantial number of training sessions annually and ensures that pertinent topics are addressed in those sessions, thereby enabling librarians to effectuate positive transformations within their respective workplaces. Additionally, the research indicates that the TLA provides critical resources that assist librarians in enhancing their professional endeavors and that librarians possess a strong conviction that their association with the TLA has evidently augmented their competencies and knowledge base.

Concerning the significance of the training and workshops rendered, the study reveals a favorable perception of TLA's offerings, with a considerable majority of participants recognizing their efficacy in the enhancement of professional competencies.

Moreover, the research concludes that the professional development initiatives provided by the TLA facilitate librarians in remaining abreast of current trends and practices in the field of librarianship. In conclusion, the study finds that a substantial proportion of librarians perceive that the professional development programs proffered by the TLA have had a positive impact on their job performance.

Recommendations

The author recommends that TLA should:

- *Enhance the frequency and diversity of training initiatives:* The TLA ought to facilitate an increased number of training sessions on an annual basis, encompassing a broader spectrum of pertinent subjects that correspond with the dynamic requirements of librarians. This approach will guarantee ongoing professional development and empower librarians to adopt innovative strategies within their respective workplaces.
- *Customize training to address contemporary trends and requirements:* The curriculum of TLA's workshops and training programs ought to be consistently revised to incorporate the most recent developments in the field of librarianship, encompassing advancements in digital technologies, information stewardship and methodologies for user engagement. Such an approach will ensure that librarians remain knowledgeable and responsive to shifts within the industry.
- *Enhance accessibility to professional development resources:* The TLA ought to prioritize the augmentation of access to essential resources for its membership, thereby guaranteeing that all librarians, irrespective of their geographic positioning or institutional association, can derive advantages from materials that enhance their expertise and job efficacy.
- *Measure and track the impact of professional development:* TLA should implement systems for assessing the success of its professional development programs. Regular participant input and performance tracking will help to modify the

programs and ensure they contribute to tangible gains in librarian job performance.

Limitation of the study

This research was exclusively conducted among the members of the TLA, specifically targeting those individuals who were part of the official WhatsApp group for TLA members. Additionally, the study employed a closed-ended survey methodology, which precluded respondents from expressing their perspectives. Consequently, the findings derived from this investigation cannot be extrapolated to encompass the entire population of information professionals. Had respondents been afforded the opportunity to articulate their views, the outcomes of the study might have yielded different conclusions.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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Appendix A: Questionnaire for TLA members

Dear study participants,

I am conducting a study titled "*Library Associations as a Catalyst for Job Performance Among Librarians: Experience from Tanzania Library and Information Association.*" As a valued stakeholder, your insights are crucial in understanding the role of TLA in enhancing job performance and professional development. This questionnaire is designed to gather your perspectives on the influence of TLA membership on your work. Your responses will remain confidential and will be used solely for academic purposes. The survey will take approximately **five minutes** to complete. Your

participation is highly appreciated. Thank you for your time and valuable input!

Instructions

Please indicate your level of agreement with the following statements by selecting one option: (1) **Strongly Disagree**, (2) **Disagree**, (3) **Agree**, (4) **Strongly Agree**.

Section 1: influence of TLA membership on job performance

1. Being a member of the Tanzania Library and Information Association (TLA) has positively impacted my job performance.
 1. Strongly Disagree
 2. Disagree
 3. Agree
 4. Strongly Agree
2. TLA provides essential resources that help me improve my work as a librarian.
 1. Strongly Disagree
 2. Disagree
 3. Agree
 4. Strongly Agree
3. My affiliation with TLA has enhanced my skills and knowledge, leading to better job performance.

1. Strongly Disagree
2. Disagree
3. Agree
4. Strongly Agree

Section 2: role of TLA in professional development

1. TLA Training Improves Professional Skills.
 1. Strongly Disagree
 2. Disagree
 3. Agree
 4. Strongly Agree
2. TLA Programs Support Librarians' Growth.
 1. Strongly Disagree
 2. Disagree
 3. Agree
 4. Strongly Agree
3. I believe TLA's professional development has improved my job performance.
 1. Strongly Disagree
 2. Disagree
 3. Agree
 4. Strongly Agree

THANKS FOR VERY MUCH FOR YOUR TIME