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## Influence of Promotion and Prompt Salary Payment on Job Performance of Library Personnel in University Libraries in Nasarawa State, Nigeria.

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**INFLUENCE OF PROMOTION AND PROMPT SALARY PAYMENT ON JOB PERFORMANCE OF LIBRARY PERSONNEL IN UNIVERSITY LIBRARIES IN NASARAWA STATE, NIGERIA.**

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**ABSTRACT**

*The study investigated the influence promotion and prompt salary payment on job performance of library personnel in university libraries in Nasarawa State. Two (2) specific objectives with corresponding research questions guided the study and two hypotheses were formulated and tested at 0.05 level of significance. The study adopted a survey research design and was carried out in Nasarawa State, Nigeria. The population of the study was 150 library personnel in the University libraries in Nasarawa State which were made up 44 library personnel in federal university Lafia, 66 library personnel in Nasarawa State University Keffi and 40 library personnel in Bingham University Karu, Nasarawa State. The total of 150 library personnel in the universities were used. The instrument for data collection was a self-developed structured questionnaire. The questionnaire was subjected to face and content validation by three experts. To ensure internal consistency of the instrument, the instrument was trial tested on thirty (30) Library personnel in Benue State university library Makurdi and Francis Idachaba library, federal university of Agriculture Makurdi who were not part of the main study but considered to have similar characteristics with the subject under study. The reliability of the instrument was calculated using Cronbach Alpha method and a reliability coefficient of 0.87 was obtained. The data collected were analyzed using Means and Standard Deviation to answer the research questions and Chi-Square statistic to test the null hypotheses at 0.05 level of significance. Findings of the study revealed that promotion and regular salary payment have influence on job performance of library personnel in university libraries in Nasarawa State. Conclusion and recommendations were made based on the findings of the study.*

**KEYWORDS:** Promotion, Prompt Salary Payment, Job Performance, Library Personnels, University Libraries, Nasarawa State.

## **1.1 Introduction**

The primary objective of any organization including universities institutions is to attain high level of productivity which can only be achieved if the overall job performance of the entire staff is enhanced. University is an academic institution that produces human resources vital for all spheres of life. It is the highest institution that ensures the provision of knowledge through research. Uganneya and Agoh (2013) advanced that, university institution rendered essential community services, serve as center for moral, social and intellectual rejuvenation. However, it is impossible for university institution to achieve its aims/goals without an existence of a functional library. Aguolu and Aguolu (2016) maintained that, quality education is impossible without a quality library. Effective operation of university institutions largely depend on the excellence state of its library. Aguolu stated the objectives behind the establishment of library in universities to include: learning, reading and instruction; Research purposes, to meet the needs of all researchers, students, lecturers and other users; Economic and political development of an individual. University libraries are established to support academic programmes of the university, providing information resources and services that will enhance high performance of the students. The quality of the library services in any university library is measured by the services rendered to the users, this however is dependent on the quality of staff who are responsible for the effective and efficient services delivery. It is the responsibility of the library personnel to provide better services to its users and to make sure that information sources, services and resources are well utilized for users' benefits.

The library and information services are performed by the Library personnel (staff) whose creativity and ingenuity are relevant for effective and efficient service delivery. The library personnel are made up of academic librarians, nonprofessionals and administrative staff. A non-professional according to Iwu, (2011) is a trained worker who is not a member of a profession but who assists a professional. Iwu also cited Oberg who classified nonprofessionals in the library to include library assistant, associates technicians and technical assistant. In similar vein, likewise, Srivastaga,(2013) gave the duties performed by nonprofessionals in the library to include ordering, filling, shelving, charging and discharging of books, bibliographic searching, stamping and accessioning. They are specialist in their own right although their duties are supportive in nature. On the other hand, academic librarians are professionals with a minimum of a degree in library or information science. Librarians perform some functions of meeting the information needs of their clients. Omekwu, (2003) agreed with this functions when he listed some professional competences of a Librarian in performing these functions to include: demonstrates expert knowledge of the content and format of information resources including the ability to critically evaluate and filter them, employs specialized knowledge appropriate to the business of the organization or client, assembles most appropriate suite of information access tools to meet the ongoing information needs of the organization or clients, leads in the testing, selection and application of the latest technologies and tools for information delivery and promote the use of appropriate information formats and technologies in the hybrid world of information sources and services. Therefore, library management should know that the most effective way to win the loyalty of the different categories of personnel under them is to make each personnel feel that his job is important and appreciated by putting in place the satisfaction strategies for optimum performance. Satisfaction could be in form of factors such as training,

conducive work environment, salary payment, promotion and good condition of service which enhance productivity (Tella, Ayeni and Popoola, 2007). Thus satisfaction is a vital determinant for optimum job performance. It is therefore important that personnel are satisfied with their job in order to give efficient and optimum performance.

Job is a purposive human activity. It is an exercise of man's faculties for the production of a particular desired goal in the form of goods and services (Eze, 2012). Job has been and will continue to be part and parcel of man's existence in this physical world. It is a means by which societal and individual needs are met. Therefore, job is very natural to man, controls and animates him both in everyday existence and in social and intellectual life. Job is not just about an employment; rather it goes further to mean an activity that produces something of value to and for the society (Iwu 2011). This assertion makes the job of every university library personnel an important and indispensable one. Personnel's satisfaction is the gateway to the success of any organization, in that, personnel who exhibit a higher level of job satisfaction tend to put more efforts in their jobs that will lead to high performance.

Promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater authority, higher status and better working conditions (Bull, 2015). Promotions are used to reward employees for better performance and to motivate them for greater effort. Omekwu (2003) contends that human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce is very crucial on overall performance of an organization. An average employee looks forwards to the day when he will earn a promotion. Promotion is a reward for past performance, an encouragement to continue to excel. Library personnel who are denied of promotion for a long time gets frustrated and therefore may have negative attitude towards their job performance. Promotion improve personnel job satisfaction and motivation by providing greater income, status and responsibilities. Promotion stimulates self-development and creates interest in training and development programmes. In library practice promotion is very vital to librarians as it enhances librarian's morale, increases the librarians' efficiency and provides opportunity for young librarians to grow especially with other incentives as part of take home packages. The absence of promotion brings about stagnation in practicing librarianship, cause lateness and laziness to work, make workers resign from work thereby brings poor performance. It therefore remains to be seen as it concerns this study the influence of promotion on job performance of library personnel in the university libraries in Nasarawa State.

Salary is a payment or compensation received for services or employment (Katamba, 2014). This includes the basic salary and any bonuses or other economic benefits that an employee or executive receives during employment. It is a total compensation received by an executive, which includes not only the person's basic salary but options, bonuses, expense accounts and other forms of compensation. According to Adeyemo (2010), salary refers to the benefits an employee receives from his or her organization. When salaries are paid as at when due it brings satisfaction and make library personnel to perform beyond their call of duties. Employee performance means employee productivity and efficiency as a result of employees' growth.

Employee dissatisfaction will impinge the organization's performance. However the excellent working of the workforce at all levels of organization has a major influence on organization's performance. Salaries not only help people to meet their basic needs, but are also helpful in satisfying the higher level of needs and increase performance of workers. Therefore salary payment plays significant role on job satisfaction. Such findings according to Ekere (2010) are largely consistent with the idea that most personnel are socialized in society where money, benefits and security are sought after and often used to measure the worth of a person, thus the greater the financial reward, the less worry personnel have concerning their financial state, thereby enhancing their impression of their self-worth to the organization. Money has the power to attract, retain, and motivate individual towards higher performance. A personnel earning a good salary feels motivated to do a good job, because he wants to please his employer to maintain his position. His salary brings him a feeling of security allow him to feel accomplished and gives him higher status in a work environment. Lim (2010) stated that delay of salaries cause dissatisfaction and bring about poor performance like lateness to work, absenteeism, among others. The implication of this is that library personnel may be unable to take care of some basic issues such as paying transport to work, Food, Rent, and Healthcare. Therefore, it is important to know if salary payment really influences job performance of library personnel in university libraries in Nasarawa state.

## **1.2 Statement of the Problem**

Library services to the university community cannot be complete without the library personnel. The personnel are supposedly academic staff performing research and academic functions, they are placed, paid and promoted base on contribution to knowledge via impartation and publications among others. Their roles are so enormous that the university cannot function effectively without them. This set of workers called librarians require some level of recognition, security, training and compensation for their inputs which aids better performance that can bring about satisfaction even on the part of library administrations. Continuous research in the university might not be possible without effective function of libraries and library personnel. This is because the university library is designed to serve all the areas of knowledge taught in the university. To achieve these therefore, the library personnel have veritable roles to play which includes, provision of information for the purpose of research, teaching and learning, preservation of information for futuristic purpose, provision of information for personal enlightenment and carrier development. These roles could be effectively carried out when the personnel are promotion is given them and prompt payment of salaries are put in place.

Despite these important roles of library personnel, some personnel still exhibit poor attitude towards their work and those they serve which may be due to irregular promotion, lack of in service training, lack of incentives, and delay of salary payment. This apparent attitudes exhibited by the library personnel might therefore, bring dissatisfaction and this could leads to lack of commitment to work, absenteeism and lateness which make personnel perform below expectations. This however may affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development. If this scenario is not properly address, job performance may be negatively influenced. These calls

for the need for this study to investigate how promotion and prompt salary payment influence job performance of library personnel in university libraries in Nasarawa State, Nigeria.

### **1.3 Objectives of the study**

The main purpose of the study is to investigate the influence of promotion and prompt salary payment on job performance of library personnel in university libraries in Nasarawa state, Nigeria. Specifically, the study seeks:

1. To determine the influence of promotion on job performance of library personnel in university libraries in Nasarawa State.
2. To ascertain the influence of prompt salary payment on job performance of library personnel in university libraries in Nasarawa State.

### **1.4 Research Questions**

The study is guided by the following research questions:

1. What is the influence of promotion on job performance of library personnel in Universities in Nasarawa State?
2. What is the influence of prompt salary payment on job performance of library personnel in Universities in Nasarawa State?

### **1.5 Research Hypotheses**

The following hypotheses were formulated to guide the study and will be tested at 0.05 level of significance:

1. Promotion do not significantly influence job performance of library personnel in the University libraries in Nasarawa State.
2. Salary payment do not significantly influence job performance of library personnel in the University libraries in Nasarawa State.

### **1.6 Scope of the study:**

This study focuses on the investigation of the influence of promotion and prompt salary payment on job performance of library personnel in University Libraries in Nasarawa state. The study was carried out in Federal University, Lafia (FULAFIA); Nasarawa State University, Keffi (NSUK) and Bingham university karu; which are located in Nasarawa state. The library personnel of the institutions constitute the respondents or the population of the study. The content scope covers influence of promotion on job performance and influence of prompt salary payment on job performance of library personnel in University Libraries in Nasarawa state.

### **2.1 Review of Related Literature:**

#### **Influence of Promotion on performance of library personnel**

According to Butcham (2012) Promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary. It is the upward movement of an employee in the organization's hierarchy, to another job commanding greater higher authority, higher status and better working conditions. Promotions are used to reward

employees for better performance and to motivate them for greater effort .Omekwu (2003) contends that human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce is very crucial on overall performance of an organization. Motivated employees can help make an organization competitively more value added and profitable. Bull (2005) asserts if personnel are aware of promotion procedures in their libraries and promoted as at when due, they will perform their job effectively. When employees experience success in mentally challenging occupations which allow them to exercise their skills and abilities, they experience greater levels of job satisfaction if they perceive promotion. Incentives, high rank and recognition are the key parameters of today's motivation programs to the most of the organizations and these bind the success factor with the employee's performance.

Promotion is the most common form of internal mobility of personnel in an organization. In fact, it is rarest case that an individual who joins an organization at a particular position at the beginning of his career retires at the same position.

Promotion is an essential feature of an individual's career. Promotion is advancement in the organization which involves a change from one job/position to another that is better in terms of status and responsibility. Ordinarily, the change to better job is accompanied with increased monetary, compensation and privileges (Owolabi2010).

Omekwu (2003) has included efficiency and effectiveness as ingredients of performance apart from competitiveness and productivity. She further said that promotion is the tool to develop knowledge and skills as means of increasing individual's performance (efficiency and effectiveness).

According to Owolabi (2010) Promotion is used as a reward for better work performance and organizationally approved form of behavior. People will work harder if they feel that this will lead to promotion. It provides satisfaction to personnel who enhance their morale, productivity, and loyalty to the organization. Promotion provides avenues for continuous learning and developing of personnel as promotion depends on promo ability which is a result of continuous learning and development. This process increases individual effectiveness and, consequently, organizational effectiveness Promotion of employees has a number of benefits not only to the employees but also to the organization in which they work. Omekwu (2003) view promotion as the means to ensure effective utilization of skills and abilities. Promotion creates a feeling of satisfaction with the present situation and conditions and encourages ambition to continue working with the company. When carefully planned and implemented, it enhances workers morale, increase organizational efficiency and provide opportunity for loyal employees,(Owolabi 2010). When there is evidence potential competency, promotion can be a reward for the past performance. Promotion must be implemented based on clear procedures, which are known to management and staff .Job Satisfaction plays significant role in the organization. Therefore, managers should take concrete steps in improving the level of job satisfaction. Job satisfaction is a set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive, co-workers pay and promotional avenues. Job satisfaction affects job performance, employee turnover, and low absenteeism. High job satisfaction results in high work performance, less employee turnover and less absenteeism. An average employee looks towards to the day when he will earn a promotion. And promotion is a reward for past

performance, an encouragement to nudge him to continue to excel. Promotion motivates behavior. An employee who is denied a promotion for a long time gets frustrated and therefore could affect his performance.

### **Influence of salary payment on performance of library personnel**

Salaries /amount of salaries given to librarians can be well understood as way of motivating them towards professional productivity. This can well be explained in the role of money as a condition re-enforced, an incentive which is capable of satisfying needs, an anxiety reducer that serves to erase feelings of the satisfaction Jones, (2015). Jones further notes that people are often motivated by money, where the salary a worker is paid by his employer can have a great impact on his performance of performing his administrative duties. The salary appreciation he/she feels can have a direct impact on his/her overall performance. Katamba (2014) asserts that a librarian is more likely to perform to his/her potential if he/she is happy with the salary he/she is earning. A librarian earning a good salary feels motivated to do a good job, because he wants to please his employer to maintain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him high status ranking that he enjoys. Katamba further states that a person is much more willing to put in extra hours at his professional duties if he feels his financial reward are a fair trade –off. According to Iwu (2011), a profession at the Sloan school of management, research has shown that employees such as librarians are satisfied with their pay are more productive and motivated. Adeyemo (2010) notes that a well-paid librarian will at all point of duty feel appreciated by his organization such as the university where he or she works.

The personnel knows that management is paying him to get the job done, is also respected for his subject matter expertise. He further describe that a librarian is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, personnel who do not feel that his organization is paying him high enough salary is much more likely to look for and accept a higher position. Using a performance based paid strategy where an organization such as the university does not pay its librarians the general office morale will be low. Therefore using a performance base paid strategy can provide a librarian with extra motivation to do his job to the very best of his ability. This can be an effective way to align librarian incentives to earn additional monetary bonuses with the goal of the organization such as the university towards job satisfaction and performance in professional productivity of personnel (Ekere, 2010).

Some related empirical studies have been carried out on influence of job satisfaction on job performance of library personnel. Some of these are reviewed as follows:

Daship (2013) studied the effects of job satisfaction and job performance of library personnel of National Library of Nigeria. The findings from the study revealed that library personnel are generally satisfied with their job but not satisfied with their salary and also their overall job performance is average. The relationship between their job satisfaction and job performance shows that there is a strong positive relationship between salary, responsibility and relationship with job performance, a weak negative relationship between work-itself and job performance and a negative relationship between growth/advancement and recognition and job performance. Findings identified lack of in adequate professional training, poor policy, unsafe working environment and poor salary package as barriers to their job satisfaction and performance and effective communication, adequate professional development, good working

conditions, good salary package and good policy as strategies to improving their job satisfaction and job performance.

Also, Igbokwe (2011) carried out study on job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria. The findings revealed that general job satisfaction exist among the librarians in federal university libraries in South East Nigeria. This was as a result of the existence of constituents of job satisfaction such as opportunity for promotion and good salary. It also revealed that job satisfaction has great influence on job performance. Equally, the study revealed that lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance and the existence of promotion opportunities and other factors such as, salary increment, opportunity for training, concrete job description to a very great extent enhance the job satisfaction and performance of these librarians.

Abubakar and Abdulsalamr (2014) investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately- owned universities in North-Central, Nigeria. Findings showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel.

Abiodu and Ajani (2013) investigated the work environments and job performance of librarians working in public universities in South-West, Nigeria with the aid of survey research approach. The findings revealed that librarians in terms of physical facilities, open communication, motivations etc. are fairly favorable while personnel emolument was considered not to be favorable at all. This inadequacy is reflected in the job performance of the librarians as their performance only seems to be fair. The study also established that there is significant correlation between work environment and job performance of the librarians.

Ekere (2016) carried out a study to determine the relationship between motivational factors and librarians job satisfaction in university libraries in Nigeria. The result of the study shows that all motivational such as: work itself, achievement, recognition advancement and responsibility were perceived by the librarians as motivational factors. It also shows that majority of librarians show high level of job satisfaction. The result equally showed that there is a relationship between motivational factors and job satisfaction in university libraries in Nigeria.

Lim (2008) conducted a research on Job satisfaction of Information technology workers in academic libraries. This study examined the job satisfaction of library Information Technology (IT) workers in relation to demographic, socioeconomic, and work-related variables, such as a sense of belonging, faith in wanting to belong, a feeling of acceptance, paying dues, job autonomy, the broker's role, and promotion opportunities. This study found that regular salary, an MLS degree, a sense of belonging, faith in wanting to belong, a feeling of acceptance, job autonomy, and promotion opportunities were related to job satisfaction of the library IT workers and hence influences their job performance. This study provides some explanations as to why some IT workers are more satisfied with their jobs than others, thereby contributing to improving the quality of their work lives.

Ezema (2013) investigated the extent of job satisfaction among librarians at Nnamdi Azikiwe Library, University of Nigeria Nsukka and Institute of Management and Technology Enugu; in the aspect of their salary, promotion, participation in planning, supervision and participation in decision making. The study reveals that there is a general dissatisfaction among

librarians in both institutions with regards to salaries and fringe benefits. It recommended that salary and other fringe benefits be improved, adding that the quality of work done should be the benchmark for promotion.

Okeke (2010) studied the Impact of Job Satisfaction on employee performance in Government Owned Enterprises (GOE's) Enugu. The major finding of the research is that promotion has a significant relationship with job satisfaction, there is relationship between salary and job satisfaction and conducive environment contribute to job satisfaction among employee in government owned enterprises. In view of the above findings the study recommended that Government owned enterprises should see increase/prompt payment as a motivation factor that can increase productivity in the organization. Government should use employee inputs as criteria for promotion of workers, because most of these workers in government are idle. Government should make the working environment conducive, so that the workers can see their working environment as their second home. Government owned enterprises should adopt management by objective in which employee should be part in decision making of the organization so that all hands will be on deck. The structure of the organization should be restructuring so that there will be cordial relationship between the employees and employer. Working conditions should be improved and sustainable to enhance performance. Management should be sensitive to the difference in needs and values among the employee. Every individual is unique and will respond differently to attempts to motive him or her. Management should be sensitive to employees, complaints about low pay and unchallenging work. Too often management delude them into thinking that employees dissatisfaction can be lessened by painting work area piping in music, giving out a few more words of praise, or giving people longer work breaks.

### **3.1 Methodology**

This study employed a survey research design. The study area is Nasarawa State. Nasarawa State was created on 1<sup>st</sup> October, 1996 under government (military) of General Sani Abacha. Nasarawa State has three universities; federal university, Lafia, Nasarawa State University, Keffi and Bingham University, Karu. The researcher choose Nasarawa State because observation shows that library personnel in the university libraries in Nasarawa State suffers from promotion and delay of salaries payment. The population of the study is one hundred and fifty (150) library personnel, made up of forty four (44) library personnel in Federal University, Lafia; sixty six (66) library personnel in Nasarawa State University, Keffi (NSUK) and forty (40) library personnel in Bingham University Karu, Nasarawa State. (**Source:** This data obtained from the three university librarians on February 13<sup>th</sup> 2019 from the documentation units). There is no sampling for the study, since the population is not too large and the study will cover the entire population of library personnel's in university libraries in Nasarawa State. The instrument for data collection for this study was a structured questionnaire. Face and content validity were carried out to ascertain if the instrument would be able to measure what it was design to measure. The instrument (questionnaire) was validated by three experts, two from the Department of library and information science, Benue State University, Makurdi and one from Measurement and Evaluation, Department of Educational Foundations and General Studies, Federal university of Agriculture, Makurdi. To ascertain the reliability of the instrument for this study, the questionnaire was administered on thirty (30) library personnel.

Fifteen (15) in Benue State University and Fifteen (15) in Federal university of Agriculture Makurdi who are not part of the main study but considered to have similar characteristic with the subject under study. Data obtained from the trial testing was subjected to reliability analysis using Cronbach Alpha method, to determine the internal consistency of the instrument. The analysis yielded a grand reliability coefficient of 0.87 indicating that the instrument is reliable for the study. Cronbach Alpha is appropriate because it provide reliability estimate for instruments that are not scored dichotomously. The data collected were analyzed using both descriptive and inferential statistics. Mean and Standard deviation were used to answer the research questions while Chi-square was used to test the null hypotheses at 0.05 level of significance. Furthermore, the use of means permits easy computation of Chi-square. The use Chi-square on the other hand is because, the study also sought to determine whether the opinion of the respondents (library personnel in the private, state and Federal University) as represented by their means, differ significantly or otherwise.

The decision rule use for mean (  $\bar{X}$  ) is calculated as follows:

Strongly Agreed (SA) –4

Agreed (A) - 3

Disagreed (D) - 2

Strongly disagreed (SD) –1

Hence  $\frac{4+3+2+1}{4} = \frac{10}{4} = 2.50$

Bench mark of 2.50 was established to be accepted. Any item with a mean rating of 2.50 or above was regarded as agreed while any item with a mean rating less than 2.50 is regarded as disagreed. The decision rule for rejection or other wise of hypothesis was based on the p-value and Alpha value. A hypothesis of no significance will be rejected for any cluster item its p-value is equal to or greater than alpha value of 0.05 ( $p > 0.05$ ) while it will be rejected for any cluster of item its p-value is less than alpha value of 0.05 ( $p < 0.05$ )

## **4.0 RESULT AND DISCUSSION**

This chapter presents results of the data analysis and discusses the findings of the research. It was carried out under results, findings and discussion of findings.

### **4.1 Results**

The results of the analysis are presented as follows:

#### **4.1.1 Research Question 1**

What is the influence of promotion on job performance of library personnel in Universities in Nasarawa State?

The data for answering research question 1 is presented in Table 1.

**Table1: Mean Ratings and Standard Deviation of Respondents on Influence of Promotion on Job Performance of Library Personnel in Universities in Nasarawa State (N=150)**

S/N	Items	$\bar{X}$	Std.	Remark
1	I am aware of promotion procedures in my library	2.99	.84	Agree
2	If promotion is based on hard work in my library, I will perform better	3.20	.86	Agree
3	Promotion in the library enhances leadership skills.	3.35	.48	Agree
4	My library has a promotion scheme	3.56	.49	Agree
5	My library has improved as a result of the promotion system in place	3.21	.86	Agree
6	My library promotion is based on training.	3.16	.93	Agree
7	My job gives me relatively high status in the society when I am promoted	3.35	.71	Agree
8				Agree
	I will perform my work effectively whether or not I am promoted	3.57	.73	
9	I will perform effectively if I am promoted as at when due	3.64	.48	Agree
10	There is fairness of promotion system in my library	3.69	.76	Agree
<b>Grand Mean and Standard Deviation</b>		<b>3.37</b>	<b>.71</b>	

N= number of respondents,  $\bar{X}$ = mean of respondents Std. = Standard deviation of respondents  
 Data presented in Table 1 shows all the 10 items had their mean scores ranging from 2.99 to 3.69 which were above the cut-off point of mean 2.50. This showed that all the items were agreed by respondents as the influence of promotion on job performance of library personnel in Universities in Nasarawa State. The Table further showed that the standard deviation of the items ranged from .48 to .93, indicating that there was less variability in the opinion of the respondents on the influence of promotion on job performance of library personnel in Universities in Nasarawa State.

#### 4.1.2 Hypothesis 1

Promotion does not significantly influence job performance of library personnel in the University libraries in Nasarawa State

The data for testing hypothesis 1 is presented in Table 2.

**Table 2: Chi-Square Test of Significant Influence of Promotion on Job Performance of Library Personnel in Universities in Nasarawa State**

	Df	$\chi^2_{2\alpha}$	Sig.	Alpha Level	Remark
Pearson Chi-square	27	342.960	.000	.05	S, R
Number of Observation	150				

Df = degree of freedom,  $\chi^2_{2\alpha}$  = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 2 shows a p-value of .000 which is less than the alpha value of 0.05(i.e .000 < .05). This indicates that promotion significantly influence job performance of library personnel in University libraries in Nasarawa State. Therefore, the hypothesis which state that Promotion does not significantly influence job performance of library personnel in University libraries in Nasarawa State, was rejected.

### 4.1.3 Research Question 2

What is the influence of prompt salary payment on job performance of library personnel in Universities in Nasarawa State?

The data for answering research question 2 is presented in Table 3.

**Table3: Mean Ratings and Standard Deviation of Respondents on Influence of Prompt Salary Payment on Job Performance of Library Personnel in Universities in Nasarawa State (N=150)**

S/N	Items	$\bar{X}$	Std.	Remark
11	I will perform better if my library had a fair salary scheme	3.65	.60	Agree
12	My salary can take care of my needs	3.35	.82	Agree
13	My salary is equivalent to minimum wage	3.43	.98	Agree
14	I am satisfied with my payment as a library personnel	3.41	.49	Agree
15	Regular salary increase help to retain high performing personnel	3.64	.48	Agree
16	Prompt salary payment increases the level of library personnel performance	3.71	.46	Agree
17	I would perform better if I received a monthly allowance e.g fuel, telephone call	3.58	.49	Agree
18	Library pay policy retain high performing personnel	3.42	.49	Agree
19	My library uses monetary rewards like bonus	2.99	1.00	Agree
20	My salary is promptly paid	3.27	.88	Agree
<b>Grand Mean and Standard Deviation</b>		<b>3.44</b>	<b>.67</b>	

N= number of respondents,  $\bar{X}$ = mean of respondents Std. = Standard deviation of respondents.

Data presented in Table 3 shows all the 10 items had their mean scores ranging from 2.99 to 3.65 indicating that their mean values were above the cut-off point of mean 2.50. This showed that all the items were agreed by respondents as the influence of prompt salary payment on job performance of library personnel in Universities in Nasarawa State. The Table further showed that the standard deviation of the items ranged from .46 to 1.00, indicating that there was less variability in the opinion of the respondents on the influence of prompt salary payment on job performance of library personnel in Universities in Nasarawa State.

### 4.1.4 Hypothesis 2

Prompt salary payment does not significantly influence job performance of library personnel in University libraries in Nasarawa State

The data for testing hypothesis 2 is presented in Table 4.

**Table 4: Chi-Square Test of Significant Influence of Prompt Salary Payment on Job Performance of Library Personnel in Universities in Nasarawa State**

	Df	$\chi^2$	Sig.	Alpha Level	Remark
Pearson Chi-square	27	522.373	.000	.05	S, R
Number of Observation	150				

Df = degree of freedom,  $\chi^2$  = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 4 shows a p-value of .000 which is less than the alpha value of 0.05(i.e .000 < .05). This indicates that prompt salary payment significantly influence job performance of library personnel in University libraries in Nasarawa State. Therefore, the hypothesis which state that prompt salary payment does not

significantly influence job performance of library personnel in University libraries in Nasarawa State, was rejected.

#### **4.2 Findings of the study:**

The following findings emerged from the study based on the research questions answered and hypotheses tested.

1. It was found from the study that promotion exert ten (10) significant influences on job performance of library personnel in University libraries in Nasarawa State.
2. The study also revealed that prompt salary payment has ten (10) significant influence on job performance of library personnel in University libraries in Nasarawa State.

#### **4.3 Discussions of Findings:**

Based on the findings derived from the results of the study, the following were discussed.

Findings of the study as shown on table 1 revealed that, promotion has significant influence on job performance of library personnel in the university libraries in Nasarawa State. This is evident in that, the library personnel responded “agreed” to all the ten (10) items on the influence of promotion on job performance of library personnel in the university libraries with a grand Mean of 3.37 which is above the benchmark of 2.50. In the same vein, the finding on table 2 revealed that, they are aware of promotion procedures in the library, promotion in the library enhances leadership skills, if promotion is based on hard work in the library they will perform better, the library has promotion scheme, library has improved as a result of promotion system in place, promotion is based on the training, their job gives them relatively high status in the society when they are promoted. This implied that the null hypothesis was rejected since the sig. value of 0.00 was less than the alpha level of 0.05. This finding is in line with Lim (2008) whose study on Job satisfaction of Information technology workers in academic libraries found that, promotion is related to job satisfaction of the library IT workers and hence influences their job performance. The finding also agree with that of Igbokwe whose study on Job satisfaction and performance of librarians in Federal University libraries in south east Nigeria reported that lack of opportunity for promotion is the greatest factor that can affect job satisfaction and performance of librarians and the existence of promotion opportunities will enhance the performance of the librarians. In the same vein, the finding agree with that of Abubakar and Abdulsalami, (2014) who asserted that in library practice promotion is very vital to librarians as it enhances librarian’s morale, increases the librarians’ efficiency. Similarly, Abiodu and Ajani (2016) in their study reported that promotion is a job satisfaction factor that influences job performance of librarians. No available literature disagree with the present finding which is a confirmation that promotion is a job satisfactory factor that influences job performance of library personnel in the university libraries in Nasarawa State.

The second Finding of the study revealed that, regular salary payment has significant influence on job performance of library personnel in the university libraries in Nasarawa State. This is evident in that, the library personnel responded “agreed” to all the ten (10) items on the influence of regular salary payment on job performance of library personnel in the university libraries with a grand Mean of 3.44 which is above the benchmark of 2.50. As revealed by the

findings of the study, the library personnel agreed that they will perform better, if the library has a fair salary scheme, their salary can take care of their needs, if their salary is equivalent to minimum wage, if they received monthly allowance e.g. fuel and telephone call, if they are satisfied with the payment as a library personnel, if their salary is prompt paid. Salary increase help to retain high performing personnel, library pay policy retain high performing personnel, library uses monetary rewards like bonus that influence job performance of library personnel. A test of related hypothesis as shown on table 4 revealed a significant influence of regular salary payment on job performance of library personnel in the university libraries. This finding collaborate with that of Lim (2008) whose study on Job satisfaction of Information technology workers in academic libraries reported that regular salary pay is related to job satisfaction of the library IT workers and hence influences their job performance. Also in agreement with this finding is that of Daship (2013), who submitted that librarians can only perform their job diligently when they are promptly paid. Prompt and regular salary payment enhances their job performance. In the same vein, Okeke (2010) reported that when salaries are paid as at when due it brings satisfaction and make Librarians to perform beyond their call of duties. This finding imply that in payment of salaries to the library personnel in the universities libraries in Nasarawa State is capable of causing dissatisfaction and bringing about poor performance like lateness to work, absenteeism, among others.

### **5. 1 Conclusion**

Based on the findings of the study, it was concluded that, a satisfied library personnel perform better in his/ her job in Nasarawa State as it is revealed by the study than dissatisfied library personnel. The library personnel performed better particularly when variables such as promotion and regular salary payment implemented in the university libraries.

### **5.2 Recommendation**

Based on the findings of the study, the following recommendations were made:

1. For improved and better performance among library personnel, university authorities should consider promotion of library personnel a priority as it has been found a factor influencing their performance.
2. The government in order to boost the morale and performance of library staff should ensure regular salary payment as the library personnel derives satisfaction from it to perform better.

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