

## RELATIONSHIP BETWEEN PROMOTIONAL OPPORTUNITIES AND JOB PERFORMANCE AMONG LIBRARY PERSONNEL IN ACADEMIC LIBRARIES IN MODIBBO ADAMA UNIVERSITY OF TECHNOLOGY, YOLA

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### Abstract

**Purpose:** *The study was designed to investigate the relationship between promotional opportunities and job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola.*

**Design/Method/Approach:** *The study was guided by 5 research questions and one hypothesis was tested at 0.05 level of significance. The study employed survey research design of correlational type. The population of the study was the entire 47 library personnel in academic library in Modibbo Adama University of Technology, Yola. Data was collected through self developed questionnaire. The analysis of data collected was done using standard deviation and Pearson Product Moment Correlation (PPMC).*

**Findings:** *The study revealed that; respondents strongly agree that promotion perceived as grade fair and is based on merit, this influence promotional opportunities in relation to job performance among library personnel in IB Library, Respondents agree that performance appraisal exercise is the criteria and guideline for promotional opportunities in relation to job performance among library personnel in IB Library and there is a high positive relationship between promotional opportunity and job performance of the library personnel. Also, respondents strongly agree that promotion always not forth coming and there are administrative barrier for getting promotion, this is one of the major constraint for promotions of library personnel in IB Library.*

**Originality/Value:** *The study recommended among others that the management of the university should endeavor to provide a level playing ground for equal opportunities between academic librarians and teacher librarians (lecturers) by ensuring that it accommodates all needs and promotional opportunities of its personnel.*

**Keywords:** Promotional Opportunity, Job Performance, Library Personnel and Academic Libraries

**Paper type:** Empirical research.

### Introduction

Promotion can be defined as the internal mobility within the library by changing position vertically. Many librarians find that holding the same position and repeating the same daily tasks for many years is tedious, but that can be avoided if the librarian has the expectation of gaining promotion to a higher position with new tasks and responsibilities. Promotion motivates librarians where librarian who is denied a promotion for a long time gets frustrated and this could affect his/her job satisfaction and job

performance. Ikolo (2017) supported this in his study which revealed that librarians are not satisfied with their pay and promotion opportunities and recommended that policy makers should make policies that will ensure regular promotion of teacher librarians within their schools to enhance their job satisfaction and job performance

Moreover, it is rare to see an employee remaining in one position for some years without being promoted. Due to the fact that, either he/she gains promotion or seek new challenges elsewhere.

Therefore, promotion brings higher status and better payment, as well as the feeling that hard work and loyalty are recognized and rewarded (Abuhashesh, Dmoura, & Masa'deh, 2019).

Well design promotion policies and procedures play a big role in employee satisfaction. Some organizations have a policy of internal promotion, while other organization prefers to recruit new employees to vacant positions. Successful organizations reward their best employees with promotions, since obvious appreciation and reward from management encourage the employee to maximize his/her efforts, and thus, increase productivity. Naturally, an employee who enjoys high self esteem will perform tasks confidently and efficiently, which is beneficial to the organization as a whole.

Pro-active librarians will seek advancement through education, training and development programs, thus enhancing their skills and experience in order to be recognized by library management as somebody worthy of promotion (Abuhashesh, Dmoura, & Masa'deh, 2019).

Some organizations use promotion on merit as a means of motivating employees. Similarly, Lim (2008) remarked that promotion is based on merit or ability to do the job, also promotion is one way of promoting a sense of fairness or equity to employees. In other words, those librarians who perceive more promotional opportunities base on merit and due to their ability to do their jobs are more likely to be satisfied with their job. Merit policy is a fair method that encourages librarians to work harder and stay loyal to the library because they know that ultimately the reward will be a promotion to a higher position, leading to higher wages and greater status. The result is increased job satisfaction, better performance and further advancement. Institutions/library management can play an important role in making librarians more motivated and engaged by implementing policies that can enhance performance and the desire to accept promotional challenges which allow them to

exercise higher level of skills and responsibility in the new position

### **Statement of the Problems**

Promotion is one of the factors of job satisfaction that librarians are yearning for considering the long period they work in the university libraries. Absence of this leads to dissatisfaction and poor performance. It is prominent to note that, if librarians are duly promoted on time they tend to perform their job high towards realization of goal and objectives library. Promotion is a vital incentive that could affect job performance and job satisfaction positively, (Barrow, 2004)

Providing librarians with promotional opportunity is very paramount. A preliminary investigation by the researchers with some library personnel in the library under study unfold that, the criteria for the promotion was unfavorable compare to task assigned to them, this ugly situation occurred due to poor policies and neglect adherence to promotional guide line. Unfortunately, this might be the reason why job performance of librarians is low in academic libraries. Achieving the organizational goal of any library revolves around human capital. This is why organizations should take utmost attention to the human capital (Idiegbeyan-Ose, Aregbesola, Emmanuel & Eyiolorunshe, 2019). The culture of any organization may have significant influence on staff intention to leave or remain in any organization. Organizational cultures that are not human friendly may lead to staff intention to quit the organization. Researches revealed that the rate of turnover intention of library staff in university libraries is high (Olusegun, 2012). This eventually will affect the organizational functions and services negatively, for example the negative effect of staff turnover such as cost of replacing the staff, training need, loss of investment on the staff, and it will also slow down the work process in the organization's including library and information centers. It is against this background the researcher investigated the relationship between promotional opportunities and job

performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola

### **Objectives of the study**

The purpose of the study is to determine the Relationship between promotional opportunities and job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola. Specifically the study investigated the following:

1. Factors influencing promotional opportunities in relation to job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola.
2. The criteria and guideline for promotional opportunity in academic libraries in Modibbo Adama University of Technology, Yola.
3. The method applied for promotional opportunity of library personnel in academic libraries in Modibbo Adama University of Technology, Yola.
4. The relationship between promotional opportunity and job performance of the library personnel in academic libraries in Modibbo Adama University of Technology, Yola.
5. The major constraints to promotions of library personnel in academic libraries in Modibbo Adama University of Technology, Yola.

### **Scope of the Study**

The study was delimited to relationship between promotional opportunities and job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola. The study covered Ibrahim Babangida Library Modibbo Adama University of Technology, Yola Adamawa State, Nigeria and it was carried out using all library personnel in the institution.

### **Research Questions**

1. What are the factors influence promotional opportunities in relation to Job performance among library

personnel in academic libraries in Modibbo Adama University of Technology, Yola?

2. What are the criteria and guideline for promotional opportunity in academic libraries in Modibbo Adama University of Technology, Yola?
3. What are the methods applied for promotional opportunity of library personnel in academic libraries in Modibbo Adama University of Technology, Yola?
4. What is the relationship between promotional opportunity and job performance of the library personnel in academic libraries in Modibbo Adama University of Technology, Yola?
5. What are the major constraints to promotions of library personnel in academic libraries in Modibbo Adama University of Technology, Yola?

### **Hypothesis**

1. There is no significant relationship between promotional opportunity and job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola

### **Review of Related Literatures**

Employees' opportunity for promotion influences their job performance. In related to this, Daniel and Usman (2010) concurred that there is a positive relationship between opportunities for promotion and job satisfaction of employees. Khalid and Irshad (2010) noted that academics librarians in private universities were more satisfied with their promotion opportunities, salaries and supervision than the academics librarians in public universities. MaCormick and Ilger (2005) maintained that an employee's satisfaction with opportunities for promotion will depend on factors such as probability that employees will be promoted, as well as the basis and the fairness of such promotion. Promotion is one of the factors of job satisfaction that librarians are yearning for considering the long period they work in the university libraries, also, promotion is a vital

incentive that could affect work performance and job satisfaction positively, (Barrow, 2004). Librarians that are denied promotion at when due tend to behave in active and do not perform their duties effectively, to support this statement, Patricia (2007) opined that when employee in commercial banks is stagnant in one place without promotion and have no opportunity of leaving the organization for a better prospective job could not perform his or her job effectively. This situation affects their interest in the job and negatively retards their performance and job satisfaction.

Librarian's promotions translate in to opportunities for advancement and growth in their place of work. McSekakubo, Lwanga and Ndiwalana (2014) asserted that when librarians are well motivated through fair promotions, staff development and justifiable salary differences, they will perform better towards achieving goal and objectives of the libraries. Barrow (2004) highlighted promotion as the recognition or reward for the past performance, an encouragement to help workers to excel, a motivator, enticer and sustainer of behavior and it has the potentials of given workers satisfaction with their job. Workers who are promoted as at when due, would work assiduously to earn further promotion and recognition, but when their efforts are not rewarded with promotion, they became frustrated and dissatisfied with the job and their performance output will be minimal which may subsequently lead to resignation and change in job. Barrow further explained that workers become highly motivated when they are given promotion as at when due.

In a similar note, workers strive to put in their best when they are recommended in terms of promotion and other recognitions. Mario (2006) asserted that promotion is not only seen from the financial aspect of the worker but also, as a sign of recognition for the efforts of the individual worker's performance. Mario, further asserted that an employee who is promoted as at when due, develops a new skill and ideas on how to meet up with new challenges, he works with high level of enthusiasm and greater

commitment to the job. Therefore, when librarians are giving their promotion at when due they tend to perform and discharge their duties efficiently and effectively by providing quality services and satisfying information needs of their users

Promotion is an important source of job satisfaction, recent studies by Obajemu and Depken (2012); and Ikolo (2017) supported this by showing that promotion is the most influential factor affecting the job satisfaction among librarians. According to Chijioke (2011) an average employee looks towards to the day when he will earn a promotion. Therefore, promotion is a reward for past performance library personnel which serve as an encouragement to nudge librarians to continue to excel. However, the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees. (Ifeyinwa, 2019)

### **Methodology**

The study employed the survey research design of correlational type. Correlational research design assesses relationship between or among variables and does measurement of two or more variables. The population of the study was the entire 47 library personnel in academic libraries in Modibbo Adama University of Technology, Yola. The study used total enumeration method. This implies that no sampling was used as the entire library staff was used for the study. Data for this study was collected through self developed questionnaire. The analysis of data collected was done using descriptive statistics for research questions 1-3, while the hypothesis was tested using Pearson Product Moment Correlation (PPMC); to verify the differences or relationships between two variables in the study.

### **Results**

**Research question 1:** What are the factors that influence promotional opportunities in relation to Job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola?

**Table 1: Mean and standard deviation on the factors that influence promotional opportunities in relation to Job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola**

S/N	Item Statement	Mean	SD	Remark
1	I perceive my promotion as grade fair	3.66	.94	Strongly agree
2	I regularly get my promotion as at when due	1.26	1.14	Strongly disagree
3	Promotion is done based on educational qualification	3.26	1.13	Strongly agree
4	My promotion corresponds with the level of my input in the library	3.47	1.07	Strongly agree
5	Promotion is based on merit in my institution	3.73	.99	Strongly agree
<b>Grand mean</b>		<b>3.07</b>		<b>Strongly agree</b>

Results presented in table 1 show that out of 5 items raised on the factors that influence promotional opportunities in relation to job performance among library personnel in academic libraries in Modibbo Adama University, 4 items were rated strongly agree while 1 item was rated strongly disagrees. The grand mean of 3.07 shows that on the whole, the respondents strongly agree to the factors that influence promotional opportunities in

relation to job performance among library personnel in academic libraries in Modibbo Adama University. The standard deviation scores (.94-1.14) show homogeneity in the respondents' response.

**Research question 2:** What are the criteria and guideline for promotional opportunity in academic libraries in Modibbo Adama University of Technology, Yola?

**Table 2: Mean and standard deviation on the criteria and guideline for promotional opportunity in academic libraries in Modibbo Adama University of Technology, Yola?**

S/N	Item Statement	Mean	SD	Remark
6	There is criteria for promotion of librarians in my institution	3.73	.76	Strongly agree
7	My institution does not implement criteria for promotion	2.52	1.08	Agree
8	I am satisfied with the criteria for promotion in my institution	1.60	1.02	Disagree
9	The guide line for promotion in my institution is unfavorable	2.99	.63	Agree
10	My institution undertake performance appraisal exercise	3.93	.92	Strongly agree
<b>Grand mean</b>		<b>2.35</b>		<b>Agree</b>

Results presented in table 2 shows that out of 5 items raised on the criteria and guideline for promotional opportunity in academic libraries in Modibbo Adama University of Technology, 2 items were rated strongly agree, 2 items rated agree while 1 item was rated disagree. The grand mean of 2.35 shows that on the whole, the respondents agree to the criteria and guideline for promotional opportunities in

relation to job performance among library personnel in academic libraries in Modibbo Adama University. The standard deviation scores (.63-1.08) show homogeneity in the respondents' response.

**Research question 3:** What are the methods applied for promotional opportunity of library personnel in academic libraries in Modibbo Adama University of Technology, Yola?

**Table 3: Mean and standard deviation on methods applied for promotional opportunity of library personnel in academic libraries in Modibbo Adama University of Technology.**

S/N	Item Statement	Mean	SD	Remark
11	Promotion is based on performance appraisal results in my institution	3.67	1.01	Strongly agree
12	Promotion is based on merit in my institution	3.47	1.30	Strongly agree
33	Promotion is done based on educational qualification	3.26	1.30	Strongly agree
14	Promotion is based on examination and interview	3.33	1.12	Strongly agree
15	Promotion n in my is based time in rank	3.46	.95	Strongly agree
<b>Grand mean</b>		<b>3.43</b>		<b>Strongly agree</b>

Results presented in table 3 shows that out of 5 items raised on the methods applied for promotional opportunity in academic libraries in

Modibbo Adama University of Technology, the respondents agreed to all five items. The grand mean of 3.43 shows that on the whole, the respondents strongly agree to the methods

applied for promotional opportunities in academic libraries in Modibbo Adama University. The standard deviation scores (.95-1.30) shows homogeneity in the respondents' response.

**Research question 4:** What is the relationship between promotional opportunity and job performance of the library personnel in academic libraries in Modibbo Adama University of Technology, Yola?

**Table 4: Pearson r on the relationship between promotional opportunity and job performance of library personnel in academic libraries in Modibbo Adama University of Technology, Yola**

Correlation coefficient (r)	N	Remark
0.78	47	High positive relationship

Table 4 shows that there is a high positive relationship between promotional opportunity and job performance of the library personnel in academic libraries in Modibbo Adama University of Technology, Yola.

**Research question 5:** What are the major constraints to promotions of library personnel in academic libraries in Modibbo Adama University of Technology, Yola?

**Table 5: Mean and standard deviation on the major constraints to promotions of library personnel in academic libraries in Madibbo Adama University of Technology, Yola**

S/N	Item Statement	Mean	SD	Remark
1	There are administrative barrier for getting promotion in my institution	3.60	0.54	Strongly agree
2	My institution does not implement criteria for Promotion	2.45	1.34	Agree
3	I faced challenge with recommendations from my head of department about my promotion	3.53	0.18	Strongly agree
4	My promotion always not forth coming	3.93	1.25	Strongly agree
5	I don't get the opportunity to be involved in the appraisal exercise	2.51	1.11	Agree
<b>Grand mean</b>		<b>3.16</b>		<b>Strongly agree</b>

Results presented in table 5 shows that out of 5 items raised on the major constraints to promotions of library personnel in academic libraries in Modibbo Adama University of Technology, the respondents strongly agree to 3 items raised and agreed to 2 items. The grand mean of 3.16 shows that on the whole the respondents strongly agree to the major constraints to promotions of library personnel

in academic libraries in Modibbo Adama University. The standard deviation scores (.18-1.25) shows heterogeneity in the respondents' response.

**Hypothesis 1:** There is no significant relationship between promotional opportunity and job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola

**Table 6: t-test for significance relationship between promotional opportunity and job performance among library personnel in academic libraries in Modibbo Adama University of Technology**

Correlation Coefficient (γ)	N	df	α	t-calculated	t-critical	Decision
.611	472	470	.05	16.7	1.960	Reject

In table 6 it was observed that the t-calculated value of 16.7 is greater than t-critical value of 1.960 at .05 alpha level ( $16.7 > 1.960$ ). This indicates that the null hypothesis raised was rejected. Hence, there is no significant relationship between promotional opportunity and job performance among library personnel in

academic libraries in Modibbo Adama University of Technology, Yola.

**Summary of findings**

The major findings of the study were as follows; Majority of the respondents strongly agree that promotion perceived as grade fair and is based on merit, this is one of the factors influence

promotional opportunities in relation to job performance among library personnel in I B Library

Majority of the respondents agree that performance appraisal exercise is the criteria and guideline for promotional opportunities in relation to job performance among library personnel in I B Library

Majority of the respondents strongly agree that promotion is based on merit and is based on performance appraisal results, it is the methods applied for promotional opportunities in I B Library

There is a high positive relationship between promotional opportunity and job performance of the library personnel in I B Library

Majority of the respondents strongly agree that promotion always not forth coming and there are administrative barrier for getting promotion, this caused the major constraints to promotions of library personnel in I B Library

### **Discussion**

The findings of this study shows that the respondents agree to the factors that influence the promotional opportunities in relation to job performance among library personnel in academic libraries in Modibbo Adama University, Yola. This finding is in line with the finding of Khalid and Irshad (2010) who noted that academic librarians in private universities were more satisfied with their promotion opportunities, salaries and supervision than the academic librarians in public universities. This however is most likely due to the factors influencing promotional opportunities.

The findings of this study revealed that the respondents agree to the criteria and guidelines for promotional opportunities in relation to job performance among library personnel in academic libraries in Modibbo Adama University, of technology, Yola. This aligns with the study of Ikolo (2017) which found that promotion is the most influential factor affecting the job satisfaction among librarians. According to Chijioke (2011) an average employee looks towards to the day when he will earn a promotion. Therefore, promotion is a reward for past performance library personnel

which serve as an encouragement to nudge librarians to continue to excel.

Similarly, the findings of this study revealed that the librarians strongly agree to the methods applied for promotional opportunities in academic libraries in Mobidde Adama University, Yola. This finding agrees with the finding of McSekakubo, Lwanga and Ndiwalana (2014) which found that when librarians are well motivated, through fair promotion, staff development and justifiable salary differences, they will perform better towards achieving goal and objectives of the libraries. Hence, motivation is seen as major method use to increase promotional opportunities in academic libraries in Modibbo Adama University, Yola.

On the other hand, the findings of this study relating to research question 4 shows that there is a high positive relationship between promotional opportunity and job performance of library personnel in academic libraries in Modibbo Adama University of Technology, Yola. This finding is in line with the finding of Ifeyinwa, (2019) which however state that the relationship between promotion and job satisfaction is dependent on perceived equity by employees, and it is positively high. Thus promotion is an important source of job satisfaction.

The finding relating to research question 5 show that the respondents strongly agree to the major constraints to promotion of library personnel in academic libraries in Modibbo Adama University of Technology, Yola. This conforms with the findings of Barrow (2004) who revealed that promotion as the recognition or reward for the past performance, an encouragement to help workers to excel, a motivator, enticer and sustainer of behavior and it has the potentials of given worker's satisfaction with their job. This goes to imply that workers who are promoted as at when due, would work assiduously to earn further promotion and recognition, but when their efforts are not rewarded with promotion, they became frustrated and dissatisfied with the job and their performance output will be minimal which may subsequently lead to resignation and change in job. Barrow further explained that

workers become highly motivated when they are given promotion as at when due.

### **Conclusion**

Based on the findings of this study it was concluded that the respondents agree to the factors that influence promotional opportunities in relation to job performance among library personnel in academic libraries in Modibbo Adama University, they agree to the criteria and guideline for promotional opportunities in relation to job performance among library personnel in academic libraries in Modibbo Adama University, they strongly agree to the methods applied for promotional opportunities in academic libraries in Modibbo Adama University. More so, there is a high positive relationship between promotional opportunity and job performance of the library personnel in academic libraries in Modibbo Adama University of Technology, Yola. And that the respondents strongly agree to the major constraints to promotions of library personnel in academic libraries in Modibbo Adama University. Finally, there is no significant relationship between promotional opportunity and job performance among library personnel in academic libraries in Modibbo Adama University of Technology, Yola.

### **Recommendations**

The following recommendations have been made in line with the findings

1. The management of the university should endeavor to provide a level playing ground for equal opportunities between academic librarians and teacher librarians (lecturers) by ensuring that it accommodates all needs and promotional opportunities
2. The university management of should develop and sustain policies that should be align to librarians in the institutions criteria and guideline for promotion.
3. It is also imperative that university management should look inwards and come out with policies to encourage librarians and at the same time re-focus their promotion based on merit. This is

expected to remove bias, distraction and prejudice in the work and services associated with the librarianship profession

4. University management should create avenues for librarians promotion and made it at when due this will in turn enhances and improve their job performance
5. Library management should formulate clear an effective performance management system that will ensure equal opportunities to all librarians in order to curtail administrative barrier for getting their promotions

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