

## REMUNERATION AND TRAINING AS INFLUENCING FACTORS OF JOB PERFORMANCE OF LIBRARY STAFF IN FEDERAL UNIVERSITIES IN SOUTH-EAST GEO-POLITICAL ZONE OF NIGERIA

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### Abstract

**Purpose:** The study focused on remuneration and training as influencing factors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria.

**Design/Methodology/Approach:** The study adopted correlation design which involved simple linear method. Two research questions were posed and two null hypotheses formulated to guide the study. The sample for the study was 332 library staff. A researcher made rating scale was used as instrument for data collection. 332 copies of the rating scale were distributed to the respondents in the libraries studied with a return rate of 100. Pearson r statistics was used to answer the research questions while t-test of significance of simple linear correlation statistics was used to test the hypotheses at  $p < 0.05$  level of significance.

**Findings:** The result revealed that there is a high positive relationship between remuneration and job performance of library staff in federal universities in South-East geo-political zone of Nigeria. The result also revealed result that there is a high positive relationship between training and job performance of library staff in the federal universities studied.

**Implications:** The federal government and federal universities management should ensure prompt payment of library staff salaries, allowances and other incentives as and when due as well as ensure that library staff receive further training through conferences, seminar, workshops and symposiums to enable them perform their jobs satisfactorily.

**Originality:** It was recommended that library staff should be paid their salaries, allowances and other financial benefits promptly as well as organize trainings both in-house external on regular basis for all library staff to boost their official performances.

**Keywords:** Remuneration, Staff Training, University Libraries, Library Staff, Job Performance.

### Introduction

The library is an organized infrastructure that facilitates the information needs of the parent body. Every library takes after the name of the instituting body therefore, when established in the university environment it is referred to as a university library. The university libraries have been making significant contributions to the mandates of their parent institution. Adam (2017) opines that the university library is an integral part of its parent institution which is vested with the responsibility of supporting the core mission of the university's teaching, learning and research activities. That is why the university is judged based on the potentiality of its library. The services provided by a university library reflect

the quality of teaching and research in such a university.

To meet the information needs of the library users and to achieve the library's goals, certain activities otherwise referred to as library jobs or tasks are created. Jobs of the university library are those activities or duties carried out by the entire library staff for the visibility of the library and the fulfillment of its establishment by the parent body. There are many library jobs which are also referred to as traditional library jobs. They are the regular routine tasks of the library which include: cataloguing and classification, reference services, circulation, reprographic services, among others. Saka and Haruna(2013) categorized library jobs into cataloguing and classification of materials,

provision of reference services, charging and discharging materials to users, among others.

With the advent of Information and Communication Technology (ICT), the jobs are getting more complex and changing more rapidly by the day. The complexities of these jobs vary with the size, needs and objectives of the library, and the way they are performed matters a lot. Job performance is directed to organizational goals that are relevant to the job. It is a very important aspect and imperative for organizational success. Nwokike and Unegbu (2019) describe job performance as a set of employees' behaviour that are perceived to be in agreement with organizational goals that can be measured, monitored and assessed as an achievement at an individual level. Job performance is of interest to the library because of the role it plays in the achievement of the library's objectives. To enhance effective job performance, the library staff need to be remunerated and trained.

Remuneration is a fixed amount of periodic payment made to employees by their employers as a compensation for a good job done. Alwaki (2018) defines remuneration as reward or pay given to people for work done. Worker's remuneration is in two distinct forms. Firstly, financial payments which enable workers settle their different financial obligations, both in their families and outside the family. The second form of remuneration is the facilities made available to the employees to work in a more relaxed work environment to improve their effectiveness and efficiency. Usually, it forms a part of the terms of the contract of employment. Prompt and adequate payment of salaries, wages, allowances and, other incentives as and when due encourages employees to give in their best in the workplace. These facilities can come in the form of company cars, payment for travels and accommodations, sponsorships to training among others.

Training is very expedient for library staff to adjust effectively and efficiently with the changes in technology and other library operations. Impacting more knowledge and skills on the library staff is a good source of encouragement which motivates them to have a sense of belonging in the work environment. Ukwuoma

and Akanwa (2008) maintain that when the right personnel are recruited, the management puts the staff through with the operations of the library through staff orientation programme and this will encourage them. Staff training may be in form of orientation courses, seminars and workshops, conferences, formal professional trainings, on-the-job training, etc.

This study focused on remuneration and training as influencing factors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria. It covers all the Federal Universities in South-East Geo-political Zone namely; Michael Okpara University of Agriculture, Umudike; Nnamdi Azikiwe University, Awka; Alex Ekwueme Federal University, Ndufu-Alike, Ikwo; University of Nigeria, Nsukka; Federal University of Technology, Owerri.

### **Research Questions**

The following research questions were posed to guide the study:

1. What is the coefficient of relationship between remuneration and job performance of library staff in the federal universities studied?
2. What is the coefficient of relationship between training and job performance of library staff in the federal universities studied?

### **Hypotheses**

The following null hypotheses were formulated and tested at 0.05 level of significance:

**H<sub>01</sub>:** The coefficient of correlation between remuneration and job performance of library staff in the federal universities studied is not significant.

**H<sub>02</sub>:** The coefficient of correlation between training and job performance of library staff in the federal universities studied is not significant.

### **Literature Review**

It has been agreed that for any worker to work effectively, he/she should be well remunerated. Remuneration is the pay or other compensation paid to an employee in exchange for work performed. Remuneration can be referred to as

reward for employment in the form of pay, salary or wage including allowances, benefits (such as company car, medical plan, and pension plan), bonuses and cash incentives. Some other payments to employees are also considered to be remuneration. Such payments include commission, compensation, employee benefits, salary, wage, free accommodation, among others. Dessler (2012) demonstrated that workers pay incorporates all remuneration factors which are given to him against his work.

It is believed that regular payment of workers' salaries will enable library staff meet their needs and thus be stimulated to work harder. In the same vein, incentives (such as study leave with pay, Christmas bonus, housing/vehicle loans and health facilities) may make library staff more comfortable, improve their lifestyles and encourage them to perform their duties better. Onayase (2017) concluded that regular payment of salaries and allowances, upward review of salaries, payment of Christmas bonus, granting of vehicle loans and study leave with pay motivate the lecturers to perform their jobs better. He further explained that promotion and payment of arrears emanating from it stimulate the lecturers to perform their jobs better. He further recommended that government and management of tertiary institutions should ensure that salaries and allowances of lecturers are paid regularly and that Christmas bonus, vehicle loans and study leave with pay should be granted to them. Schaffer as cited in Nwaigbo (2018) postulated that in order to effectively motivate employees, managers must establish a solid relationship between results of work performed and rewards. Remuneration should be organized in such a way that employees will be attracted and retained.

It is worrisome to note that when library staff are denied their salaries or other incentives, they will feel dejected and this may have adverse effect on their job performance. Obajemu, Dekpen and Ojo (2012) discovered that a poorly remunerated staff is lowly motivated to perform his job effectively. Similarly, Oludipe and Otonekwu (2019) revealed that there was significant weak relationship between provision of financial incentive and staff productivity in public libraries.

Several studies have been carried out on remuneration of staff. In the study of Nzelum, Unegbu, Nworie and Irunegbo (2019) it was discovered that when the rate of compensation improves or increases positively, the rate of librarians' satisfaction increases in direct proportion. Again, as the rate of welfare benefit increases the rate of satisfaction and job commitment increases. Also, Kathombe, Kipchumba and Kirui's (2018) result established that there is a strong positive statistical association between combined effects of financial and non-financial rewards on employees' performance. Similarly Onoyase's (2017) findings showed that there was significant relationship between staff salary/incentives as remuneration and their job performance in tertiary institutions. Adekanye and Nduka (2017) in their own study found that librarians are satisfied with their job when they are remunerated and their level of job performance was to a very high extent. Also, the study of Daship (2012) revealed that there is a strong positive relationship between salary as part of remuneration and job performance. Job performance cannot be done effectively when the staff is not properly trained.

Training is a programme that helps personnel to keep abreast with the current development in a profession. It is a process of equipping employees with certain skills directed towards improving job performance. Udofia (2014) defined training as the process concerned with the development of aptitudes, skills and abilities of employees to perform specific jobs in order to improve their levels of productivity. The author's study revealed that there is significant positive relationship between in-service training, conference participation, attendance to seminars and job performance of librarians in the University of Uyo Library. In the same vein, training is the acquisition of the competence which permits workers to perform at an optimum standard (Nkpurukwe, Ozoh & Wali, 2020 citing Aina).

The challenge for employers of labour is to design training options that give employees the information or skills they require and then assess whether such training options yield the desired result. Asante and Alemna (2015) suggested that staff training and development should therefore be orientated towards the libraries' needs and

services after discovering that training and development affect productivity of staff. Training programmes not only develop staff but also help organizations or institutions to make the best use of their human resources in favour of gaining competitive advantage and achieving optimum performance (Anyaegebu & Wali, 2020). Yaya (2019) observed that training equips employees with certain skills that are required for the enhanced performance regarding job responsibilities. Also, Saka and Haruna (2013) study revealed that seminars/conferences and workshop attendance enhance job performance of staff.

Two kinds of training are available in the efforts to improve staff performance. Firstly, specific training for employees in their specialized skills applicable to the organizations technologies and new processes and secondly, general training that enables employees acquire knowledge and skills, which will be relevant for any future job. In view of this, Bukar (2012) suggested that library must provide opportunities for the continued development and training of employees not only on their jobs, but as well develop them for other jobs for which they might later be considered. The author further stated that training of staff enhances job performance in organizations.

Job performance is the overall task carried out by employees directed toward achieving organizational goals. It is the implementation of an action or one's ability. Saka and Haruna (2013) defined job performance as the ability to carry out statutory functions which are based on the field of specialization or areas of development as well as organization objectives. In the same vein, Ugwu and Ugwu (2017) considered it as a commonly used concept in industrial and organizational psychology which refers to how people perform their jobs.

Job performance is a very essential facet that plays great role in organizational success as a result needs attention from both the employer and employee. The level of employees' performance to a great extent determines the organizational outcomes. This is the more reason

organizations employ staff competent enough to handle tasks to meet the goals for which it was established. Oyeniran and Akphorhonor (2019) deduced that trained and proficient personnel are vital to the successful achievement of the roles and tasks of academic librarians in universities. Therefore, high performance at work has been adjudged to be a determinant factor in the success and profitability of organizations (Dizgah, Chagini & Bisokhan, 2012).

There are different ways the performance of personnel can be measured. It can be objective or subjective; objective measures can be direct observation while subjective measures involve supervisors rating an employee's attitude (Robbins, Drecenzo & Coulter, 2011). It can also be done through continuous assessment and measurement using Assessment Performance Appraisal (APA) form whose content depends on the goals and objectives which the organization wants to achieve (Daship, 2012). Shadare and Hammed as cited in Amusa, Iyoro and Olabisi (2013) proposed the following parameters to measure performance: quality and quantity, speed and accuracy, creativity and innovation, risk taking and skills for future development, among others.

### **Research Methodology**

This study adopted correlation research design which involved simple linear method. The population of the study is 332 library staff from federal universities in the South-East, Nigeria which also served as the sample of the study. The rating scale was used to elicit data for this study. Pearson "r" was used to analyze the research questions while t-test of significance of simple linear correlation was employed to test the hypotheses at 0.05 level of significance.

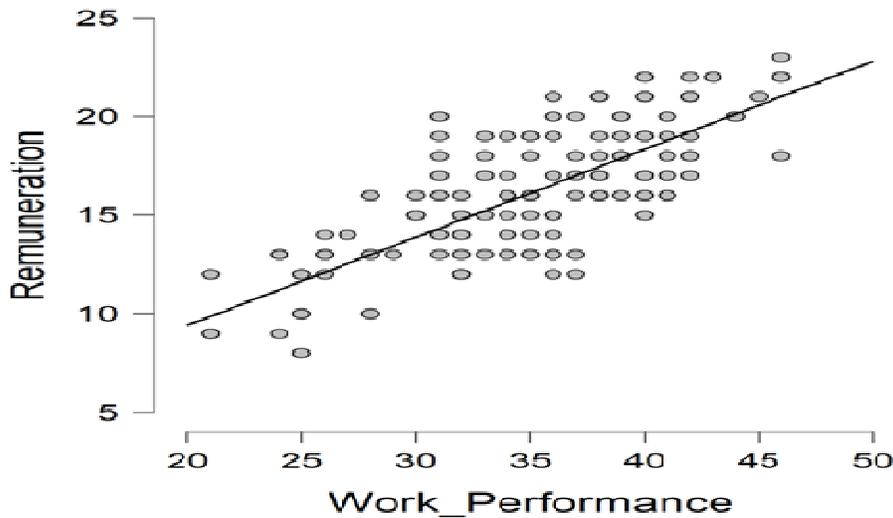
### **Data Analyses and Presentation**

**Research Question 1:** What is the coefficient of relationship between remuneration and job performance of library staff in the federal universities studied?

**Table 1: Summaries of Pearson r used to establish the coefficient of relationship between remuneration (X) and job performance (Y) of library staff in the federal universities studied.**

Variables (V:X&Y), Sample Size (n), Summation ( $\Sigma$ ), Pearson r (r), Magnitude of Relationship (MR), Direction of Relationship (DR) and Remarks

V	N	$\Sigma$	R	MR	DR	Remarks
X	332	5362	<b>0.788</b>	High	Positive	<b>High Positive Relationship</b>
Y	332	11653				



**Figure 1:** Scatter plot of remuneration and job performance of library staff scores

Table 1 showed the summaries of Pearson r used to establish the coefficient of relationship between remuneration and job performance of library staff in the federal universities studied. The result shows that an index of 0.788 was realized for the coefficient of relationship between the two variables. **This result indicates that there is a high positive relationship between remuneration and job performance of library staff in the federal universities studied.** This is confirmed in the scatter plot presented in figure 1

which shows how the line of best fit moves positively from down-left to upper-right. Therefore, the answer to the research question is that there is a high positive relationship between remuneration and job performance of library staff in the federal universities studied.

**Hypothesis 1:** The coefficient of correlation between remuneration and job performance of library staff in the federal universities studied is not significant.

**Table 2: Summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between remuneration and job performance of library staff in the federal universities studied.**

Sample Size (n), Summation ( $\Sigma$ ), Coefficient of Relationship (r), Alpha Level ( $\alpha$ ), Degree of Freedom (DF) and t-test of Significance of Simple Linear Correlation between two Variables

V	N	$\Sigma$	r	A	DF	t <sub>cal</sub>	t <sub>tab</sub>	Decision
X	332	5362	<b>0.788</b>	0.05	330	<b>13.219</b>	<b>1.96</b>	<b>Reject Ho<sub>3</sub></b>
Y	332	11653						

Table 2 shows the summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between remuneration and job performance of library staff in the federal universities studied. The result indicates the degree of freedom as 330 and the t-calculated value of 23.219 is greater than the t-tabulated value of 1.96. Given that the t-calculated value is greater than the t-tabulated value, the researcher

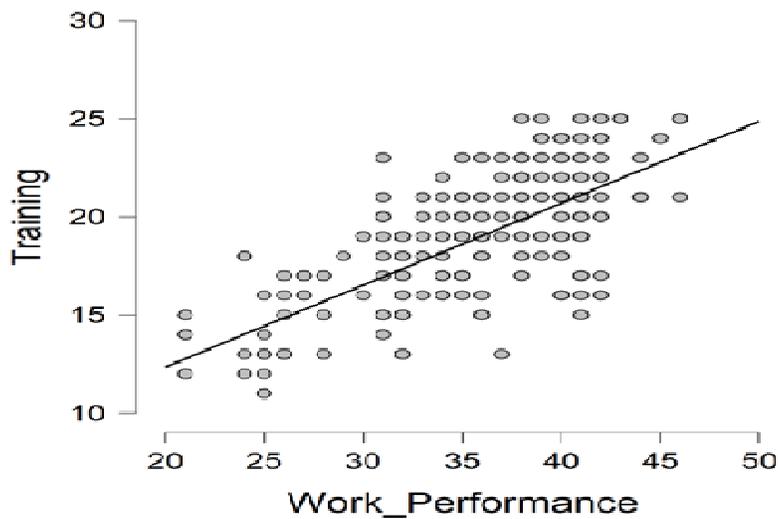
therefore rejected the null hypothesis; thus, deducing that the coefficient of correlation between remuneration and job performance of library staff in the federal universities studied is significant.

**Research Question 2:** What is the coefficient of relationship between training and job performance of library staff in the federal universities studied?

**Table 3: Summaries of Pearson r used to establish the coefficient of relationship between training (X) and job performance (Y) of library staff in the federal universities studied**

Variables (V:X&Y), Sample Size (n), Summation ( $\Sigma$ ), Pearson r (r), Magnitude of Relationship (MR), Direction of Relationship (DR) and Remarks

V	N	$\Sigma$	R	MR	DR	Remarks
X	332	6190	0.733	High	Positive	High
Y	332	11653				Positive Relationship



**Figure 2:** Scatter plot of training and job performance of library staff scores

Table 3 showed the summaries of Pearson r used to establish the coefficient of relationship between training and job performance of library staff in the federal universities studied. The result shows that an index of 0.733 was realized for the coefficient of relationship between the two variables. **This result indicates that there is a high positive relationship between training and job performance of library staff in the federal universities studied.** This positive nature indicates that an increase in one variable is likely to lead to the same measure of increase in

another variable and a decrease in one variable could also lead to the same measure of decrease in another variable. This is confirmed in the scatter plot presented in figure 2 which shows how the line of best fit moves positively from down-left to upper-right. Therefore, the answer to the research question is that there is a high positive relationship between training and job performance of library staff in the federal universities studied.

**Hypothesis 2:** The coefficient of correlation between training and job performance of library

staff in the federal universities studied is not significant.

**Table 4: Summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between training and job performance of library staff in the federal universities studied**

Sample Size (n), Summation ( $\Sigma$ ), Coefficient of Relationship (r), Alpha Level ( $\alpha$ ), Degree of Freedom (DF) and t-test of Significance of Simple Linear Correlation between two Variables

V	N	$\Sigma$	r	A	DF	t <sub>cal</sub>	t <sub>tab</sub>	Decision
X	332	6190	0.733	0.05	330	19.588	1.96	Reject Ho <sub>4</sub>
Y	332	11653						

Table 4 shows the summaries of t-test of simple linear correlation used to ascertain the coefficient of correlation between training and job performance of library staff in the federal universities studied. The result indicates the degree of freedom as 330 and the t-calculated value of 19.588 is greater than the t-tabulated value of 1.96. Given that the t-calculated value is greater than the t-tabulated value, the researcher therefore rejected the null hypothesis; thus, deducing that the coefficient of correlation between training and job performance of library staff in the federal universities studied is significant.

**Discussion of Findings**

From this study, it was discovered that there is a high positive and significant relationship between remuneration and job performance of library staff in the federal universities studied. This shows that to a great extent highly remunerated library staff are also likely to have great improvement in the manner they discharge their obligated duties. This confirms that an enhanced remuneration has much to do with an improved work performance. When members of staff are adequately remunerated, they tend to bring out their best towards the realization of the organizational objectives. However, when they are not adequately remunerated, it will as well affect their performance negatively. This finding is in agreement with Nzelum, Unegbu, Nworie and Iruegbu (2019) findings which showed that when the rate of compensation improves or increases positively, the rate of librarians’ satisfaction increases in direct proportion. Again, as the rate of welfare benefit increases the rate of satisfaction and job commitment increases. Similarly, Kathombe, Kipchumba and Kirui(2018)

result established that there is a strong positive statistical association between combined effects of financial and non- financial rewards on employees’ performance. Again, Onoyase (2017) finding showed that there was significant relationship between staff salary/incentives as remuneration and their job performance in tertiary institutions. This finding also confirms Adekanye and Nduka (2017) result which revealed that librarians are satisfied with their job when they are remunerated, hence their level of job performance was to a very high extent. Also, Daship (2012) revealed that there is a strong positive relationship between salary as part of remuneration and job performance. The related nature of the findings above could be linked to use of similar variables.

It was also revealed in this study that there is a high positive and significant relationship between training and job performance of library staff in the federal universities studied. This finding shows that there is a high tendency for a university that adequately expose their staff to training programmes to also have a high tendency of highly performing staff. This is true because in training of staff, they are exposed to current and relevant practices that could aid their occupation which may tend towards improvement of work performance. Therefore, exposing library staff to new trends and innovations through training will have a great impact on their job performance. This finding is in consonance with Asante and Alemna’s (2015)result who revealed that training and development affect productivity of staff. Similarly, Udofia (2014) study revealed that there is significant positive relationship between in-service training, conference participation, attendance to seminars and job performance of librarians in the University of Uyo Library. Also,

Saka and Haruna (2013) study revealed that seminars/conferences and workshop attendance enhance job performance of staff. As the staff development programmes collectively increase, the job performance of staff tend to be higher. It was observed that the findings above are related; as such this could be associated with the use of related area of study in terms of composition or organizational culture.

### Conclusion

Based on the findings of the study, it has been discovered that an enhanced remuneration has much to do with an improved work performance. When members of staff are adequately remunerated they tend to put in their best to effective performance towards the realization of the organizational objectives. Hence, library staff need good remuneration as motivation for efficient and effective library services. More so, training exposes staff to current and relevant practices that could aid their occupation which may tend towards improvement of work performance. There is need to continue to train library staff for high job performance. Therefore, remuneration and training have been seen to have positive influence on job performance of library staff.

### Recommendations

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

1. Government and university management should ensure prompt payment of library staff salaries, allowances and other financial incentives as and when due in order to encourage library staff to perform their jobs satisfactorily.
2. University authorities should allocate reasonable funds in their annual budget to enable library staff attend both local and international conferences, seminars and workshops to encourage them to perform their jobs effectively. University library management should organize in-house training regularly for all library staff to boost their performance.

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