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# **An Investigation into Factors that Affect Job Performance and the Correlation Between Academic Library Staff Promotion and Job Performance in a Federal University in Nigeria**

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## **Abstract**

One common practice is staff promotion, which occurs when an employee that already works in the organization is recruited into a position 'up the ladder' from his or her existing job. A promotion like this generally includes new responsibilities, new expectations, and often an increase in authority and compensation. This study therefore in an investigation into identifying factors that affect library staff performance as well as the correlation between promotion and job performance of Library Staff of a federal university in Nigeria. The study was guided by two objectives, two research questions and one hypothesis. A survey research design was employed for the study. A sampled population of 43 library staff was drawn through purposive sampling technique. The main instrument used for data collection was self-constructed Likert type four point scale questionnaire titled Factors that Affect Job Performance and the correlation Between Promotion and Library Staff Job Performance Questionnaire (FAJPABPLSJ PQ). The instrument was validated and pretested for reliability using Pearson Product Moment Correlation (PPMC) with a correlation co-efficient of 0.87 which showed that the instrument was reliable. Data collected were analyzed using descriptive and inferential statistics. Percentages and mean values were used to answer the research questions, while the Pearson Product Moment Correlation (PPMC) was used to test hypothesis at 0.05 level of significance and consolidated the answer for research question two. The outcome of the study revealed some factors that affect library staff performance in the Federal University in Nigeria and that promotion practices have statistical significant positive correlation with job performance of the library staff. Based on the findings, recommendations were made which include that promotion should be carried out as and when due and general welfare of the library staff should be adequately taken into consideration as a way of motivation for optimal job performance.

**Keywords:** Job Performance; Library Staff; Promotion; Motivation; University Library, Staff Performance

## **1. INTRODUCTION**

The desire of every staff especially a professional, is to grow and reach the peak of a chosen career. This is not achieved bilabial but through promotion which is an elevation to a higher position and responsibility that comes with certain entitlements such as allowances and salary increment. A staff promotion therefore is a way of saying that you have worked hard and contributed in the growth of the establishment therefore deserves recognition and appreciation. Invariably, Promotion is the ascension of an employee to higher ranks and involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job states Demekaa [1] drives employees the most as it is the ultimate reward for dedication and loyalty towards an organization. This is to say, that promotion exercise is an important factor that influences staff to perform their duties efficiently and effectively in any organization. In the university, the library performs a supportive role as the hub on which all the academic activities revolves by providing the requisite information and materials for the realization of

the tripartite functions of the university which are, teaching/learning, research and extension services. Since the hood does not make a monk, the university library as information ware-house cannot operate in isolation of being highly motivated for effective and efficient service delivery. Motivation as noted is the driving force behind human actions and the process that initiates, guides, and maintains goal-oriented behaviors [2]. It is also perceived as an internal state that propels individuals to engage in goal-directed behavior as well as a force that explains why people or animals initiate, continue, or terminate a certain behavior at a particular time [3]. In fact, library staff is the bedrock of library services and in the view of Obajemu [4], custodian of information resources but noted that one most important factor that drives staff performance which is promotion does not appear to be favorable to them and has negatively affected their job performances.

Job performance as observed, is one of the most important dependent variable. Borman and Motowidlo [5] identified two types of employee behavior that are necessary for organizational effectiveness as task performance and contextual performance. Contextually, performance is defined as individual efforts that are not directly related to their main task functions while organizational effectiveness is a general notion or idea of how an organization can achieve its goals and objectives [6]. According to Werner [7], these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes. He explains that Job performance depends upon various factors which include: Job Attitude, Job Satisfaction, Job Involvement, leadership and organizational commitment. All these factors influence vital role in performance of employees in an organization. On a simple term, staff performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance posits Onwubiko [8], include the quality, quantity and efficiency of work.

Motowidlo, Borman and Schmit, [9] asserted that staff Job performance is an essential factors in commercial analytics for keeping and raising efficiency for any organization. Job performance is further seen as the extent to which one completes the duties that are important to carry in a given place. Common works of managers are to delegate job and give information to co-workers. In admitting that it is the responsibility of managers to certify Job performance is at ultimate impending facts regarding the possible link between manager-worker connection and job performance that would allow the application of more real structures for organization, and consequently, better output for the business over enlarged job performance.

To maintain and retain high staff job performance, adequate and steady promotion of staff is very crucial and a necessity that needs not to be compromised as it can determine their inputs in the case of the library. Employee Promotion as being discussed according to Study dot Com [10] is the ascension of an employee to higher ranks which involves an increase in salary, position, responsibilities, status, and benefits. This aspect of the job drives employees the most as it is the ultimate reward for dedication and loyalty towards an organization. The kind of promotion in this context may either be horizontal, which is a promotion that rewards an employee with a pay increase but little or no change in responsibilities also regarded as an up-gradation of an employee as obtainable in the educational sector where for instance a lecturer is promoted from lecturer1 to senior lecturer or a librarian 1 to senior librarian or vertical, an upward movement of employees with a change in skills and experience and also comes with changes in salary, responsibility, status, benefits, among others [11].

As posited by Garba, Akram, Mohammed and Hassaini [12], steady promotion of library staff is important in motivating them and explaining library staff behavior because along with ability, it determines how well library staff performs their duties. Library staff if motivated will help the university library to grow and survive, promotion that motivate library staff can create productive workforce, but lack of steady promotion with regard to staff welfare can leave workers searching for reasons not to give their maximum effort. It is very important that the decision makers in the university libraries take in cognizance the promotion of their workers in order to reach optimal job performance Garba, Akram, Mohammed and Hassaini, [12] added. Ideally, promotion practices are usually based on performance or tenure thus a form of motivation given to encourage library staff that has performed well. To this Agbebaku [13] opines that promotion practices is based on merits and given to deserving staff who have contributed to the objectives of the organization and in our case, the library. On the other hand, it is disheartening to note that in most federal government establishment which the Federal

Universities are part, promotions are usually based on seniority, quota systems, federal character and ethnicity rather than purely on merit.

In library stressed Ojobo, Ogbole and Tofi [14] promotion practices is very vital as it enhances library staff morale, increases their efficiency and provides opportunity for young ones to grow especially with other incentives as part of home packages. The absence of promotion they noted, brings about stagnation in practicing librarianship, course lateness, and laziness to work, make workers resign from work thereby bringing poor performance. Emphasizing on the need for high performance of library staff, the Librarians Registration Council of Nigeria [15] posits that the performance of the library staff can be viewed in terms of competencies and skills which the library staff should possess and demonstrate in discharging their work duties. These competencies include: cognitive ability, practical skills, general skills and behavior attributes. It is on this ground that Na'angap [16] argued that job performance of library staff is determined by some factors such as knowledge, skills, motivation, ability and work environment. The success or failure of the library so to speak, to a large extent is determined by the performance of the library staff.

According to Babatunde, Issa, Saliu, Babafemi, Abdulreheem and Otonekwu [17] the common challenges preventing organization from achieving high performance and job satisfaction include low salaries, irregular promotional structure, non-recognition of workers achievements, poor condition of service, inadequate remuneration, poor working environment and inadequate working materials. Suffice it to say, that the importance of library staff job performance is reflected in its sustenance of the library in the information industry. Job performance is a significant source of competitive advantage to the university libraries as it promotes zeal for libraries to discharge effective and efficient information services. Library staff job performance comes to the mind when determining how well a staff carried out work related task pinpointed Nwabugwu, Unegbu and Owolabi [18].

The underlying assertion is that library services to the university community cannot be complete without the library staff as they are the ones performing research, academic functions and ensuring that information needs of teeming users of the library are satisfied. In view of these, they are placed, paid and promoted based on their contributions to knowledge with impartation and publications moreover those that fall within academic librarians among others. Their roles are so enormous that the university cannot function effectively without them. Despite these all important roles of library staff, some staff still exhibit poor attitude towards their work and those they serve which may be attributed to job dissatisfaction. This nonchalant attitude being exhibited by the library staff most cases leads to lack of commitment, absenteeism and lateness and end product, being performing below expectations. If this situation is not tackled headlong, library services will be worse for it. All the same, promotion practice is envisaged as a veritable tool to use in encouraging staff to be at their best and this practice no doubt is an integral part of library management. The insinuation therefore, is that for university libraries to get to optimal performances in terms of providing adequate and current information resources to staff and students, it behooves the library management to give adequate attention to promotion practices and other motivational factors.

Be that as it may, when it comes to promotion and job performance, the searchlight is always beamed on federal universities in Nigeria and since a federal university library is the microcosm of the macrocosm called federal universities, it cannot be isolated from these ugly phenomenon as observations have shown that their level of job performance is low due to staff dissatisfaction. As part of other issues for implementation, if library staff members who are also part of the University system are not adequately motivated through promotions among others, this objective may not be achieved. Notwithstanding the presence of some academic and non-academic staff that are highly productive, generally, the federal Universities in Nigeria in general are lagging far behind similar institutions in other parts of the globe especially those of the developed nations. Available data based on global ranking of universities collaborate this assertion as the statistics underscores the poor performance of African universities in general and the federal Universities in Nigeria in particular. To this end Duru, Eze, Yusuf, Udo, and Saleh [19] inferred that the Federal Government of Nigeria has been deficient in the management of workers of government universities in Nigeria, particularly from the perspective of career advancement, remuneration and training of these workers. It is as a result of this ugly situation, that this study in the first instance is embarked upon as to ascertain the correlation between promotion as an incentive and job performance of library staff using a federal University, in Southeast Nigeria as a

case in point and to bridge the gap in literature as a result of absence of research in this subject area in this part of the globe. Holistically, the essence of this study is to critically investigate whether promotion practices in University of Nigeria, Nsukka has positive or negative effect on job performance of the library staff and by extension, all librarians in federal universities in Nigeria. The findings of this study may inform the design of appropriate promotion practices to drive the productivity of library staff at the federal Universities in Nigeria. In addition, the findings would enable the policymakers of government to make knowledgeable decisions in the articulation of incentive policies in federal university libraries and the universities generally. Furthermore, the findings may result in a policy for the attraction, satisfaction and retention of competent staff at the federal university libraries and the totality of the federal university system.

### **1.1. Objectives of the Study**

The general objective of the study is to determine the correlation between promotion practices and job performance of Library Staff of University of Nigeria.

The specific objectives of the study are to:

- i. Identify those factors that can negatively affect job performance of library staff of University of Nigeria, Nsukka and
- ii. Determine the relationship between promotion practices and job performance of the library staff

### **1.2. Research Question**

The study was guided by a research question:

- i. What are the factors that can negatively affect job performance of the university library staff?
- ii. What is the correlation between promotion practices and job performance of the library staff?

### **1.3. Hypothesis**

The research also tested one null hypothesis.

- i. H01. There is no statistical significant ( $p > 0.05$ ) correlation between promotion practices and job performance of the library staff

## **2. LITERATURE REVIEW**

### **2.1. Theoretical Studies**

Research on employee motivation has grown tremendously, with scholars coming up with various theoretical frameworks to explain factors that are likely to motivate staff. Some of such famous theories are Maslow's hierarchy of needs, Herzberg's two-factor theory and Vroom's expectancy theory. These models explains Aziri [20] offers valuable insights into how intrinsic and extrinsic factors affect an individual's commitment to their assigned responsibilities, job performance, and overall satisfaction. However the stand of this study is built on the equity theory propounded by Adams Smith in 1963 [21]. The proposal of theory is that employees would be motivated to work better when there is fair treatment in the workplace. In other words, when the promotion practices in an organization are fair, the motivation of staff increases resulting in increased performance and productivity respectively. Furthermore, this theory stresses the need for a balance between employees' work inputs and outputs in the workplace referred to as inputs and outputs. It is on this ground that Perkins [22] inferred that this is the yardstick for determining what represents a fair balance of inputs and outputs. For library staff in academic settings, these factors may range from professional development opportunities and job security to the quality of workplace environment and management support. In the context of federal university libraries, noted Mohammad and Chelliah [23] understanding what motivates library staff is especially crucial due to the increasing demands for quality service delivery, technological advancements and the evolving role of libraries in supporting academic research and learning. In the past, some studies did highlight the impact of motivation on library staff's job performance, noting that motivated employees are more likely to demonstrate high levels of commitment, efficiency and innovation in their work [24]. Smith [25] reports that there is cause and effect relationship on which employment and labor policies are based and the routine process of evaluation of staff motivate them

while discharging their duty as it is a prelude to promotion. The issue of poor employee performance revealed Adler, et al [26] could be linked to the defected performance appraisal system in which case, prejudice and bias cannot be completely ruled out as well as the absence of training which may completely distort an individual's judgment.

Ultimately, once a staff realizes that his or her efforts will not be appreciated even when he is working optimally to the best of his ability,

Such a staff will not be motivated to accomplish great tasks or even go the extra mile in meeting deadlines. As posited promotion as a tool for career progression influences personnel psychologically and financially, while observed practical fairness in the promotion of employees is likely to affect workers that are not promoted. Eventually, it will definitely affect the performance of employees. Hameed and Amjad [27] thus stated that devoted workers who have done their best for the firm that eventually are not being promoted would observe that the firm is not viewing after their wellbeing. Dissatisfaction may be established and the output of staff that are not promoted could dwindle. Motivation in the form of promotion therefore, is a fundamental driver of job performance, especially in environments where employee engagement directly impacts the quality of service and the overall.

The performance of employees in private and public institutions is a critical issue because it serves as the yardstick for employees' promotion to higher ranks. The recommendation of Chen and Silverthorne [28] that the performance scores of employees should be used as the benchmark for promotion to foster hard work and competition among employees for the advancement of business organizations' growth and development underlines this. In the contention of Hameed and Amjad [27] promotion is important to employees and the owners of the business. Arthur, Kaphova, and Wilderon [29] stated that it inspires promoted workers to increase their productivity resulting in improvement in the general growth and development of organizations. It is against this backdrop that, Yasmeen, Umar, and Fahad [30] opined that job promotion exerts a powerful effect on the performance of organizations. To this end, the assertion is that workers' promotion in organizations should follow laid-down promotion policies and practices.

The above assertion is built on the axiom that workers appreciate fair treatment contingent on their responsibilities. As far as the promotion of employees is concerned stressed Ansah [31], workers compare their efforts to climb through the stages of an establishment to their co-workers to draw motivation to boost their performance or not. Adam's equity theory proposed that workers will be motivated, glad and work to boost the production level in the organization if inputs are justly and sufficiently rewarded by outputs [32]. By implication, if the efforts of the employees are yielding the desired reward for getting promotions compared to co-workers, it would motivate them to increase their performance. Hence, if workers' promotions are based on the results of the annual performance evaluation, there would be an improvement in the general performance of the organization. Bowles and Gelfand [33] maintained that this happens if the annual performance evaluation results are used as the main standard for promotion in an establishment. In contrast, when the annual performance evaluation results are not utilized as a yardstick for promotion, workers will not be motivated to boost their performance in an establishment. It results in work dissatisfaction, low morale of workers, low workers performance and poor organizational performance. One of the ways through which employees can get this kind of promotion is nepotism. However, Ross and Kapitan [34] claimed that the absence of equity at the workstation could prompt dissatisfied workers to leave their present jobs in pursuit of well-paid jobs or reduce the overall productivity of the organization by lowering their effectiveness at work.

## **2.2. Empirical Studies**

There has also been in recent times some studies on the relationship between promotion and employees' performance though not on library staff. Among such studies include [31;35-39] among others. In the first instance, Peter [36] adopted the survey research design and descriptive statistics to investigate the effect of promotion on employees' performance at Dar es Salaam City Council (DCC). The 150 employees employed for this study were selected from 300 employees utilizing purposive, convenience and simple random sampling techniques. The results revealed the awareness of promotion procedures among DCC workers. However, there was an emphasis that it should be spelt out clearly to all workers by the human resource department. In addition, the results showed that promotion influenced the performance of employees and the organization respectively. Furthermore, the findings



revealed that non-adherence to procedures of promotion affected individual and organizational performance respectively. These were in terms of accumulated promotion, poor performance, poor relations and labor turnover. Hidig [35] in his study employed descriptive research design and inferential statistics to examine the link between promotion policies and employees' performance in Golis Company branches in Dhahar. A sampled population of 160 employees were selected from 267 employees utilizing purposive and systematic sampling techniques and the Slovene formula. The outcome of the study shows that promotion policies had a positive and significant relationship with employees' performance. While Ansah [31] applied the mixed method research design to determine the effectiveness of two criteria of promotion in engendering the performance of the senior staff of the University of Cape Coast. Five assistant registrars and 200 senior employees constituted the sample. The findings indicated that supervisors had mixed opinions about the qualification criteria for senior staff promotion. In addition, the results showed that the systems of promotion had a significant influence on senior staff performance. Anastasios and Chatzoglou [40] delved into the interrelations between firm/environment-related factors (training culture, management support, environmental dynamism and organizational climate), job-related factors (job environment, job autonomy, job communication) and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment) and their impact on employees' Performance (EP). The outcome of the study did reveal that a lack of management support to employees' actions has a direct negative impact on EP, organizational climate and job environment.

Rinny et al. [37] in their study, utilized the multiple linear regression methodology to investigate the relationship between compensation, job promotions, employed for this study were selected from 332 employees utilizing the convenience sampling technique. The findings indicated that job promotions and job satisfaction exerted a positive influence on the academic staff performance of Mercu Buana University. However, compensation had a negative and insignificant effect on the performance of the academic staff of Mercu Buana University. In Kenya, Ligare et al. [38] used a survey research design, descriptive statistics and inferential statistics to investigate the influence of job promotion on the performance of administrative police officers in Bungoma County. The 384 administrative police officers employed for this study were selected from 1318 administrative police officers utilizing simple random sampling, stratified random sampling and systematic random sampling methods. The findings revealed a positive and significant relationship between job promotion and the performance of administrative police officers in Bungoma County. Furtherance, Ratemo et al. [39] adopted a survey research design, descriptive statistics and inferential statistics in their study to examine the influences of job promotion practices on workers' performance at Kenya Forestry Research Institute in Muguga with a population sample of 121 workers derived from 178 staff of the institute utilizing a stratified random sampling method. The study discovers that job promotion practices exerted a significant effect on employee performance at Kenya Forestry Research Institute. The effect of demotion, promotion and transfer on work motivation and performance of the West Nusa Tenggara Regional Police was investigated by Winoto et al. [41] employing the Structural Equation Model (SEM) Partial Least Square (PLS). The findings disclosed that promotion and transfer exerted a positive influence on work motivation. Contrariwise, demotion exerted a negative effect on work motivation. However, motivation exerted a positive influence on the performance of West Nusa Tenggara Regional Police.

In Nigeria, Abdulmumini [42] conducted a research on the impact of promotion on academic staff development in the State Higher Educational Institutions of Borno State. Whereas Duru, et al [43], investigated the relationship between promotion and employees' performance at the University of Abuja and discovered that of the eight promotion practices, four did not have a significant effect on employees' performance at the University of Abuja. Of these, the university provides clear and consistent requirements for promotion, the university supports ongoing professional development, and the university acknowledges the long hours her staff devote to work and the university rewards excellence in performance through a promotion system. In addition, three promotion practices had a positive effect on employees' performance at the University. These are the university treating every staff fairly and equitably with regard to promotion, providing opportunities for career development as well as providing promotional opportunities. However, the university is fair and equitable in its treatment of management had a negative impact on employees' performance at the University. The

literature review indicated that studies on the relationship between promotion and employees' performances were limited. A number of the studies were undertaken in the context of other African countries. This study however, is aimed at closing the existing knowledge gap in ascertaining the correlation between promotion and job performance of staff in federal university libraries in Nigeria using the University of Nigeria, Nsukka as a case in point.

### 3. METHODOLOGY

This study adopted the survey research design with a sampled population of 43 library staff obtained through purposive sampling technique. This implies that all staffs selected were chosen because they were found qualified to be part of the sample of the study. They were found suitable because, they are the microcosm of the macrocosm called federal universities library staff as method of employment and promotion are the same in every federal university in Nigeria. A four point scaled questionnaire validated and pretested for reliability using the Pearson product moment (PPMC) correlation with a correlation coefficient of 0.87 which showed that the instrument is reliable was the instrument used for data collection. A total of 43 questionnaires were administered and same number returned. Data collected were analyzed using descriptive and inferential statistics; percentages, frequencies and mean values were used to answer the research questions 1 and 2 while the Pearson product moment correlation was used to test hypotheses at a significance level of 0.05 and to consolidate the answer to research question 2.

### 4. PRESENTATION OF DATA AND RESULTS

**Research Question 1:** What are the factors that can negatively affect job performance of the library staff?

**Table 1.** Mean value analysis of factors that can negatively affect job performance of library staff

| Statement                                                                                      | SA |      | A  |      | DA |      | SDA |      | Mean | Decision |
|------------------------------------------------------------------------------------------------|----|------|----|------|----|------|-----|------|------|----------|
|                                                                                                | F  | %    | F  | %    | F  | %    | F   | %    |      |          |
| Non confirmation of appointment immediately after two years of mandatory waiting period.       | 7  | 16.  | 18 | 42   | 15 | 35   | 3   | 7    | 2.65 | Sig      |
| Waiting for a minimum of 3 years before my next promotion.                                     | 21 | 49   | 4  | 9.2  | 17 | 39.5 | 1   | 2.3  | 3.00 | Sig      |
| Obtain a higher degree/certificate to qualify for promotion                                    | 21 | 49   | 13 | 30.2 | 7  | 16.2 | 2   | 2.6  | 3.36 | Sig      |
| Publish or you perish syndrome for academic librarian before qualifying for the next promotion | 25 | 58   | 10 | 23.2 | 5  | 11.6 | 3   | 7    | 3.50 | Sig      |
| Non-payment of hazard allowance.                                                               | 10 | 23.2 | 18 | 42   | 11 | 25.6 | 4   | 9.3  | 2.85 | Sig      |
| Non-payment of promotion arrears after each promotion.                                         | 24 | 56   | 11 | 25.5 | 5  | 11.5 | 3   | 7    | 3.46 | Sig      |
| Attending a training/ course before qualifying for next promotion deferment is demoralizing.   | 24 | 56   | 12 | 28   | 3  | 7    | 4   | 9.3  | 3.37 | Sig      |
| Non-payment of overtime allowance                                                              | 21 | 49   | 11 | 25.5 | 6  | 14   | 5   | 11.5 | 3.35 | Sig      |

Key - \*SA=Strongly Agreed, \*A=Agreed, \*DA=Disagreed, \*SDA=Strongly Disagreed

Based on the mean benchmark of 2.50, the decision rule is that any item with a mean score of 2.50 and above is regarded as significant and acceptable while those below the benchmark of 2.50 are tagged non-significant.

The data as displayed in Table 1 are factors that do affect library staff job performance negatively in studied university. The data showed that all over 50% of the respondents agreed to all the items

listed as factors inhibiting their optimal job performance. The data showed significant mean value ranging from 2.65 to 3.50. Based on the decision rule, it shows that all items are significant factors that affect negatively job performance of library staff in university of Nigeria. While promotion practices has a positive correlation with job performance of the library staff as it is a facilitator to publication of more papers/articles ( $x=3.50$ ). It affects the staff by non-payment of arrears ( $x=3.46$ ). The requirement to obtain a higher degree discourages the staff in the performance of their job ( $x=3.36$ ), and the requirement that the staff must attend a training course to qualify for the next promotion had a relationship with their job performance ( $x=3.37$ ). Having to wait for three years before next promotion ( $x=3.04$ ) and for not confirming appointment after two years of waiting ( $x=2.63$ ) which is considered less positive because their mean value were less than the other significant mean.

**Research Question 2:** What is the correlation between promotion practices and job performance of the library staff?

**H01:** There is no statistical significant ( $p>0.5$ ) correlation between promotion practices and job performance of library staff in University of Nigeria.

**Table 2:** Pearson Product Moment Correlation (PPMC) Analysis showing the correlation between promotion practices and job performance of library staff in University of Nigeria Library, Nsukka, Nigeria

| Variable            | N  | Df | r(Cal.) | r(Crit.) | $\rho$ | Remark      |
|---------------------|----|----|---------|----------|--------|-------------|
| Promotion Practices | 43 | 41 | .34     | .22      | .000   | Significant |
| Job Performance     | 43 |    |         |          |        |             |

The result of the data analysis and Pearson Product Moment Correlation (PPMC) Analysis did reveal that there is a statistical significant ( $p>0.5$ ) positive correlation between promotion practices and job performance of the library staff, ( $r(df\ 41)=.34, p<.01$ ). The calculated value of  $r = .36$  is higher than the critical or Table value of  $r = .22$  at the degree of freedom (df) 41 both at the 0.01 level of significance. The result implies that as the scores of respondents on the promotion variable increases, there is a concomitant increase on their scores on the job performance variable. Similarly, decrease in respondents' scores on promotion practices correspond to a correspondent decrease on their scores on job performance. Based on this result, the null hypothesis as stated was rejected and the alternative one confirmed. Thus, there is a significant positive relationship between promotion practices and job performance of the library staff.

## 5. DISCUSSION OF FINDINGS

The data shown in Table 1 and analyzed revealed among other factors that non-payment of promotion arrears after each promotion, waiting for a minimum of 3 years before next promotion, obtaining a higher degree/certificate to qualify for promotion, publish or you perish syndrome for academic librarian before qualifying for the next promotion and attending a training/ course before qualifying for next promotion are prominent factors that affect library staff optimal job performance. This goes ahead to show also that there is a correlation between promotion practices and library staff job performance as well motivated staff in any way will like to reciprocate by putting in his or her best. The outcome of this study further buttress the assertion of Babatunde, Issa, Saliu, Babafemi, Abdulreheem and Otonekwu [17] that the common challenges preventing organization from achieving high performance and job satisfaction include low salaries, irregular promotional structure, non-recognition of workers achievements, poor condition of service, inadequate remuneration, poor working environment and inadequate working materials.

Furthermore, it was discovered that the issue of publish or you perish is actually taking the time of academic librarians that instead of concentrating on their job, their whole attention goes on what should be researched and published. This finding is an attestation to what Onwuamanam [44] posited that the assessment of productivity in Nigerian Universities is based mainly on research and Publication alone for academic librarians and advancement in the job depends mainly on the individual output. This result also supports that of Eze [45] who discovered that it is university policy to assess a candidate for the promotion on the basis of his or her ability to three main criteria- teaching, administration and research, it was the latter which appeared to be attributed the greatest weighing. The result also agrees



with Badri and Abdul [46] whose report gives backing to the criteria for academic staff promotion to be based on number of publications which holds that academic librarian should also be evaluated through research article produced, teaching method, presentation style and involvement in university and community activities. The only contrary finding is that other studies and assertions did not see the negative aspect of the policy which is a factor that negatively affects job performance of academic librarians.

On the correlation between promotion practices and library staff job performance the tested null hypothesis which states that there is no statistical significant ( $p>0.5$ ) correlation between promotion practices and job performance of library staff in University of Nigeria Library, Nsukka was rejected for the alternative (see Table 2) as the results revealed that there is a significant correlation between promotion practices and job performance of library staff which was noTable among the factors that inhibit library staff optimal job performance and the relation is in the positive. This result is in tandem with the views of Garba, Akram, Mohammed and Hassaini, [12] that steady promotion of library staff is important in motivating them and explaining library staff behavior because along with ability it determines how well library staff performs their duties. Library staff if motivated will help the university library to grow and survive, promotion that motivate library staff can create productive workforce, but lack of steady promotion with regard to staff welfare can leave workers searching for reasons not to give their maximum effort and Salmuni, Mustafa and Kamis [47], who stated that promotion enhances the yield of an organization when staff climbs a promotion ladder on the basis of his seniority and ultimately he gets an increase wage rate. It also affirms the finding of Duru, et al [43] that promotion practices had a positive effect on employees' performance at the University of Abuja as it hinges on fair treatment and equiTable right with regard to promotion, and provision of opportunities for career development that enhances promotional opportunities.

### **5.1. Conclusion and Recommendations**

The outcome of this study has shown that there is a correlation between promotion and job performance. Promotion no doubt is like a tonic in the life of a staff creating in him or her, the zeal to do more. Against this backdrop, the deduction is that there is a correlation between promotion on the job and the library staff performance on the job. Another deduction is that promotion constitutes an important aspect of workers' growth on the job and most often come with substantive wage increases as well as having significant impact on other job characteristics such as responsibilities and subsequent job attachment. Regardless of what the procedure for promotion entails, the incentives and reward system operating in universities should be geared towards staff motivation and improve performance on the job. All in all, no matter the way it is viewed, nothing will be more attractive reward to a staff than promotion as it is the only tool that can enhance a staff performance and ego. The bottom line is that the promotion of library staff as and when due can boost their morale and enhance their performances.

To this end, every bottleneck that would hinder the library staff promotion should be dislodged to enhancing their job performance. It is in view of this that the following recommendations are made:

1. Staff promotion should be done regularly by the university authority so that staff that is due for promotion can be promoted without delay in order to avoid frustration and decline in job performance. In other words, promotion should be carried out as and when due and general welfare of the library staff should be adequately taken into consideration as a way of motivation for optimal job performance
2. Librarians' promotion should not be solely dependent on the number of publications rather ones input and commitment in realizing the broad objectives of the library should be put into consideration. The fact is that academic librarians do not have the whole time in the world like their counterparts the lecturers to concentrate and research as they are regularly in the library working to satisfy the information needs of the lecturers and other users of the library.
3. University management should ensure that library staff members are paid stipends for the extra hours they work as a way of motivation.
4. All the identified factors that inhibit high job performance should be treated with every seriousness they deserve by the university management knowing the pivotal role played by the university library.

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