



RELATIONSHIP BETWEEN DEMOGRAPHIC CHARACTERISTICS AND JOB PERFORMANCE OF LIBRARIANS IN FEDERAL UNIVERSITIES IN NORTH-WEST NIGERIA

By

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Abstract

The study investigate the relationship between demographic characteristics and job performance of librarians in federal universities in North- west Nigeria. Three objectives and three hypotheses were formed. The research employed a correlational survey design. The population of the study was 880 librarians in the federal university libraries in North-West Nigeria. The study utilized a sample of 682 librarians randomly selected from the federal university Libraries. Data collection was done using a research- developed job performance questionnaire (JPQ). Person correlation was used test the hypotheses at 0.05 level of significance. Findings revealed that significant relationship exist between Age and job performance of librarians in the Federal universities in North-West Nigeria, significant relationship exist between year of experience and job performance of librarians in the federal universities in North-West Nigeria and significant relationship exist between marital status and job performance of librarians in the Federal universities in North-West Nigeria. Based on the findings of the study, the researcher concluded that age, years of work experience and marital status significantly impacts the job performance of librarians in universities in North-West Nigeria. The study recommended among others that management of universities should implement policies promoting equal opportunities, flexible work arrangements, and mentorship programs to support librarians in all ages.

Keyword: Demographic factors, and Job Performance.

Introduction

University library provides support services to its parental organization through its professional and paraprofessional's staff, who are librarians and library officers respectively. They perform core functions such as acquisition, organization, preservation, retrievals and dissemination of information to targeted users. Some of the tasks performed range from collection development, cataloging, classification, reference, acquisition, budgeting, organization, serials controlling, online searching including the delivery of library services and dissemination of information in the right format, at the right time and in the right quantity (Macele and Burke, 2019; Oyedipe and Popoola, 2020). However, these functions are fundamental to the existence of library in Nigerian universities and staff expected to perform maximally.

Job performance is a commonly used concept in industrial and organizational psychology. It reflects the extent to which the day-to-day work is being carried out and ways employees perform their work. In addition, Motowidlo (2017) refers to job performance as the total expected value to the organization of the discrete behavioral episode that an individual performs over a stipulated period of time that relates to organizational outcome and success. This implies that behaviors and actions that are under the control of the workers contribute to the organization's goals. Job performance in order words concerns on how one carries out his tasks, duties and responsibilities associated with a particular job that is an output of a staff on the job, measurable in terms of quality and quantity of job performed. Hakala (2016) gave the following performance indicators: effectiveness, efficiency, profits, value, innovation, creativity and work-relationship. Borman and Motowidlow (2017) indicates two types of job performance namely: task performance and contextual performance.

In the present study, demographic variables of librarians are referred to as their quantifiable characteristics that cover age, years of work experience and marital status. However, studies related to demographic variables are abundant in the literature; but few studies have been carried out on the demographic variables among librarians and their job performance in university libraries in North-Western Nigeria. As observed by the researcher, there seem to be poor job performance among the librarians in some academic libraries in the North - Western Nigeria. Librarians in some of these institutions seem to demonstrate indifference and apathy to duties. For instance, increase in the volume of patrons request for information often gives rise to feelings of frustration and inadequacy on the part of users. This is because, the librarians who are supposed to guide them seems to be inefficient in their services. Therefore, the study seeks to find out the relationship that exist between years of work experience and marital status among librarians their job performance in the university libraries in North-Western Nigeria.

Statement of the Problem

The usefulness of a library to its users depends more on the attention than its physical facilities. Most libraries users depend heavily on the guidance they receive from library staff members. Thus, the dedication and good work of each librarian add up over time to improve the overall effectiveness of the library. This means that positive job performance increases the overall effectiveness of an organization such as university library system. Every organization desire optimal performance of its employees for improved productivity and libraries are not exception to this norm. However, the researchers who worked in some libraries in the North-

West Geo-political zone of Nigeria noticed that the poor job performance among librarians affects productivity in most of the libraries in the zone.

Scholars revealed that there are several factors that affect performance in an organization. However, demographic variables such as age, years of work experience and marital status are of great interest to the researcher because of his work experience in the libraries in the region. Therefore, the institution intend to determine the relationship which exists between years of work experience and marital status of librarians and their job performance. This can facilitate future planning, forecasting and decision making among different libraries and organizations in North- West Nigeria. Unless the above problem is addressed, library users may continue to have negative perceptions of the library. This may result in poor image of the library in universities where library is expected to make significant contributions to teaching-learning and research. In addition, library support from the university administration in terms of intervention for development may be affected. Therefore this study explore the relationship that exist between librarians demographic variables and their job performance in the university libraries in North-Western Nigeria

Objective of the Study

The specific objectives are to determine the:

1. Relationship existing between age and job performance of librarians in the university libraries in North-West Nigeria.
2. Relationship existing between years of experience and job performance of librarians in the university libraries in North-West Nigeria.
3. Relationship existing between marital status and job performance of librarians in the university libraries in North -West Nigeria.

Hypotheses

The study following hypothesis were tested at 0.05 level of significance

H0₁: There is no significant relationship that exist between age and job performance of librarians in Federal Universities in North-West Nigeria.

H0₂: There is no significant relationship that exist between years of experience and job performance of librarians in Federal Universities in North-West Nigeria.

H0₃: There is no significant relationship that exist between marital status and job performance of librarians in Federal Universities in North-West Nigeria.

Review of literature

Age and Job performance

Age is a variable in this study. It's the length of time a person lives from birth (Kenku and Aluko, 2020) which plays a crucial role describing how an individual change over time and subsequently may affect how performance changes over time. Age is the number of years something has been alive or in existence. Some researchers (Johnson, 2005, Skibekk, 2005) argued that age can have both advantage and disadvantage for organizations, as such number

of studies have been carried out on age and employees job performance. However, the outcome of such studies produced mixed results. For instance, Teoresco (2000) reported that there was no significant evidence that age determine a drop in academic staff job performance. In a similar development, Scott (2005) stated that wisdom does not decline with age and older workers generally have a comparative advantage over younger workers in judicial task. The competence and capabilities of old and younger employees vary depending on their occupational field and activity. It can therefore be argued that the type and nature of work an individual is involve in, will to an extent determine the person's performance.

Years of Working Experience and job performance

Work experience refers to the number of years or experience individuals have worked for a specific amount of time, Youth and Hyten (2019), described work experience as a direct link between employer and employee, a background that can affect the performance of employee, employees who stay with a company for a long time are said to be satisfied at work and stay with the company, whereas those who leave are dissatisfied and hope that better jobs can be found. Saklas and Ajaimah (2011) indicated that years of experience have a positive influence on the job performance. They further established in their study that respondents who have been working for 3-6 years scored the highest than those who work for 7-14 years and those who worked for 1-2 years, surprisingly, such variation was found to be statistically significant it could be said that job performance is less in the early years of experience and tends to increase up to 6 years and gradually reduce after 6 years of experience. One of the reasons is that the organizations have tendencies to encourage the young stars on their aptitude for new skills, knowledge and altitude while identifying training needs. Obikoye cited by Hassan and Ogunkoye (2018) quickly pointed at a new employees often require new or additional training to learn skill specific to the job.

Marital Status and Job Performance

Marital status refers to an individual's legal relationship status regarding marriage. Marital status is legal designation that indicates an individual's current standing in relation to marriage. Marital status can have implications for various aspects of life, including legal right, tax obligations and benefits. It is often used in demographic statistics, census data, and legal documents to categorize individual in relation to their partnership. Traditional conceptions of marriage as entailing greater social responsibilities outside the workplace for women may promote perceptions of married women as less suitable for employment compared to single women (Jordan and Ziteck, 2012). Due to the assumption that women are less likely to be relied upon as the primary breadwinner for a married couple, people might expect married female employees to be less dedicated to their jobs compared to their single counterparts (who must provide their own income), whereas people might expect male employee to be more motivated in their jobs if married.

Research Methodology

The study adopted a correlational survey design. The targeted population for this study comprises 880 librarians from seven (7) federal university libraries in North- West Nigeria. Simple random sampling technique was used to select 682 librarians which was drawn from the parent population. A self-developed Questionnaire was used as instrument for data collection. The instrument was moderated by expert who affirmed its validity. Reliability of the instrument was determined using Cronbach Alpha. Data collected were analyzed using descriptive statistics.

Results

Hypothesis one: There is no significant relationship that exist between age and job performance of librarians in the Federal universities in North-West Nigeria.

Table 1: Pearson correlation on significant relationship between Age and job performance of librarians in the Federal Universities in North-West Nigeria

Source of Variation	N	Age	Job performance of librarian	df	P-value	Remark
Age	670	1	-.136	668	.000	Sig.
Job performance of librarian	670	-.136	1			

Table 1 shows the result of Pearson correlation on significant relationship between age and job performance of librarians in the Federal universities in North-West Nigeria. The table revealed that $r = -0.136$, $df = 688$, $p = 0.000$. The Pearson correlation coefficient of -0.105 signifies a weak negative relationship between age and job performance while the p-value of 0.000 confirms that this weak negative correlation is statistically significant. Therefore, the null hypothesis on there is no significant relationship existing between Age and job performance of librarians in the federal universities in North-West Nigeria was rejected. The implication of this is that a significant relationship exist between Age and job performance of librarians in the Federal universities in North-West Nigeria

Hypothesis two: There is no significant relationship that exist between years of experience and job performance of librarians in the Federal universities in North-West Nigeria.

Table 2: Pearson correlation on significant relationship between year of experience and job performance of librarians in the federal universities in North-West Nigeria

Source of Variation	N	Year of experience	Job performance of librarian	df	P-value	Remark
Year of experience	670	1	-0.571	668	.000	Sig.
Job performance of librarian	670	-0.571	1			

Table 2 shows the result of Pearson correlation on significant relationship between year of experience and job performance of librarians in the federal universities in North-West Nigeria. The table revealed that $r = -0.571$, $df = 688$, $p = 0.000$. The Pearson correlation coefficient of -0.571 reflects a moderate to strong negative relationship between years of

experience and job performance while the p-value of 0.000 confirms that the correlation is statistically significant. Therefore, the null hypothesis on there is no significant relationship existing between year of experience and job performance of librarians in the federal universities in North-West Nigeria was rejected. The implication of this is that significant relationship exist between year of experience and job performance of librarians in the federal universities in North-West Nigeria

Hypothesis three: There is no significant relationship that exist between marital status and job performance of librarians in the federal universities in North-West Nigeria.

Table 3: Pearson correlation on significant relationship between marital status and job performance of librarians in the federal universities in North-West Nigeria

Source of Variation	N	Marital status	Job performance of librarian	Df	P-value	Remark
Marital status	670	1	0.113	668	.004	Sig.
Job performance of librarian	670	0.113	1			

Table 3 shows the result of Pearson correlation on significant relationship between marital status and job performance of librarians in the federal universities in North-West Nigeria. The table revealed that $r = 0.113$, $df = 688$, $p = 0.004$. The Pearson correlation coefficient of 0.113 reflects a weak positive relationship between marital status and job performance while the p-value of 0.004 confirms that the correlation is statistically significant. Therefore, the null hypothesis on there is no significant relationship existing between marital status and job performance of librarians in federal universities in North-West Nigeria was rejected. The implication of this is that significant relationship exist between marital status and job performance of librarians in the Federal universities in North-West Nigeria.

Discussion of finding

Relationship Between age and job performance of librarians

The findings of the study on the relationship between age and job performance revealed that there a significant relationship between the two variables among librarians in the universities in North-West Nigeria. This has shown worker's age to be a significant factor in the level of performance exhibited in work place. This finding is supported by Skibekk (2005) who reported that age can have both advantage and disadvantages for organizations, as such number of studies have been carried out on age and employees job performance. This finding is supported by Teoresco (2000) who reported that there was no significant evidence that age determined a drop in academic staff job performance. Adeogun (2010) also found that money did not motivate the aged group or increase the performance of employees. In trying to establish the relationship between age and performance, Pounder (2010) observed that the average age of people in the work place is getting higher, with increasing number of middle-aged and less old worker employed in many different jobs. In line with this, Anumakka and Seemugenyi (2013) found the age bracket of the majority of workers in academic institution

fall between 20 and 39 years. Attention of researchers was also drawn to other age related factors of job performance such as mental abilities. Age-variation and mental abilities are likely to affect productivity levels because they are one of the most important determinants of education and work success (Barret and Depinet, 1991). This finding contradicts the finding of Johnson and Parker (2018) who reported that averaging across available studies revealed that there is no relationship between age and job performance.

Relationship between years of work experience and job performance of librarians

The study revealed that significant relationship exist between year of experience and job performance of librarians in the universities in North-West Nigeria. This finding is in line with the finding of Kardam and Rangneka (2012) who assert that experience demonstrates the total time an employee spent on the job. The finding also agrees with the finding of Saklas and Ajaimah (2011) who indicated that years of experience have a positive influence on job performance. In contrary, Noe et al. (2013) found that job performance is more strongly related to job-specific skills and competencies rather than mere years of experience. Tushman & O'Reilly, (2016) also found that experience does not automatically equate to increased skills or better performance. An older librarian might not have kept up with new technologies or methodologies, leading to stagnant or declining performance despite years of experience. Maslach & Leiter (2016) also found that long-term experience can sometimes lead to burnout or complacency. Experienced librarians might experience a decline in enthusiasm or adaptability, which can negatively impact their job performance

Relationship between marital status and job performance of librarians

The study revealed that significant relationship exist between marital status and job performance of librarians in the universities in North-West Nigeria. This implies that librarians who are married may have additional family responsibilities, universities could implement or enhance work-life balance programs. This might include flexible working hours, remote work options, or on-site childcare facilities. By accommodating the personal needs of married librarians, institutions can help them manage their professional and personal responsibilities more effectively, potentially improving their job performance. This finding is supported by Ishfeg (2010) who found that there exists a positive association between marital status and job performance, the study shows that marital status has influence on job performance. This finding is also in line with Jordan and Ziteck (2012) who revealed that traditional conceptions of marriage as entailing greater social responsibilities outside the workplace for women may promote perceptions of married women as less suitable for employment compared to single women. A finding by Greenhaus & Beutell (2015) also revealed that marital status can influence job performance due to its impact on work-life balance. Meyer et al., (2019) also supported the finding that married employees may have different levels of job commitment compared to single employees, as they often have additional responsibilities that might affect their work engagement. In contrary, a study by Judge et al. (2020) found that job performance was more significantly related to individual traits and job characteristics than to marital status. Ng and Feldman (2012) highlights that the relationship between marital status and job performance might differ in different cultural settings, suggesting that local cultural factors and societal norms play a crucial role

Based on the findings, hypothesis 1 revealed that there is significant weak negative relationship between age and job performance. Therefore, the null hypothesis 1 there is no significant relationship existing between age and job performance of librarians in the federal universities in the North-West Nigeria was rejected. However, hypothesis 2 revealed that there is moderately strong negative relationship between years of work experience and job performance. Therefore, the null hypothesis on there is no significant relationship existing between years of work experience and job performance of librarians in the federal universities in North-West Nigeria was rejected. And also hypothesis 3 revealed that there is a weak positive relationship between marital status and job performance of librarians. Therefore, the null hypothesis on there is no relationship existing between marital status and job performance of librarians in federal universities in North-West. Nigeria was rejected.

Conclusion

Based on the results from the analysis of data and discussion of findings it was concluded that years of work experience and marital status significantly impacts the job performance of librarians in universities in North-West Nigeria. Additionally, age is a crucial determinant of job performance, with performance levels differing across age groups due to factors such as experience, adaptability or other age-related variables.

Recommendations

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

1. Management of universities should implement policies promoting equal opportunities, flexible work arrangements, and mentorship programs to support librarians of all ages.
2. Management of universities should offer training programs catering to the needs of different age groups, focusing on technological adaptability, experience, and skill development.
3. Universities librarians should provide enabling environment and the opportunity for married and unmarried librarians to build their skill through communication, interaction, collaborating effectively and working as a team. This will bring drastic changes and positive impact within and outside the library landscape.

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