



GSJ: Volume 9, Issue 3, March 2021, Online: ISSN 2320-9186  
[www.globalscientificjournal.com](http://www.globalscientificjournal.com)

**INFLUENCE OF PROMOTION ON THE JOB PERFORMANCE OF  
PROFESSIONAL AND PARA-PROFESSIONAL LIBRARY STAFF IN  
TERTIARY INSTITUTIONS IN NIGER STATE, NIGERIA**

**BY**

***Garba Shambo Mohammed (CLN)***  
*University Library Services,  
Federal University of Technology Minna, Niger State, Nigeria*  
[garba.mohd@futminna.edu.ng](mailto:garba.mohd@futminna.edu.ng)

***Mohammed Abubakar Abdullahi (CLN)***  
*(Centre for Energy, Research and Training) Ahmadu Bello University,  
Zaria*  
[abubakaramohammed@yahoo.com](mailto:abubakaramohammed@yahoo.com)

***Hussaini Musa (Ph.D,CLN)***  
*University Library Services,  
Federal University of Technology Minna, Niger State, Nigeria*  
[Hussaini.musa@futminna.edu.ng](mailto:Hussaini.musa@futminna.edu.ng)

**Abstract**

*This study investigated the influence of promotion on the job performance of professional and para-professional library staff in tertiary institutions in Niger State. The study adopted a descriptive survey design and had a population of 60 professional and 84 para-professional library staff from all the tertiary institutions in Niger State. The data collected were analyzed using descriptive statistics of frequency tables and mean scores. The findings of the study revealed that requirements for staff promotion have affected their job performance negatively in tertiary institution libraries in Niger State, the findings also indicated that if promotions are steady, job performance will improve greatly in tertiary institutions libraries. The study recommended that there should be an improvement in promotion exercise of library staff by the management of tertiary institutions libraries in Niger State as this will give them more courage and motivation to improve on their job performance.*

**Key words:** *Influence, Promotion, Performance, Professional, para-Professional, Library Staff, Tertiary Institutions, Niger State, Nigeria*

## INTRODUCTION

Academic libraries are libraries that are attached to higher institution of learning. Academic libraries in Nigerian have been making significant contribution to the mandates of their parent institutions. (Obajemu et al 2012).

Promotion is one of the important factors that influence library staff to perform their duties effectively. Higher institutions in Niger State are among institutions that are governed by so many factors. Professional and paraprofessional Library staff in various tertiary institutions libraries have to perform their duties with bodies of rules and regulations for it to be able to achieve its corporate objectives and for service to be efficiently delivered. In higher institutions of learning, there is no denying the fact that the Library staff are the custodian of information resources. However, one of the important factor such as promotion do not appears to be favourable to the library staff and is therefore affecting their performance (Obajemu et Al 2012).

Adequate and steady promotion is critical to staff and which could determine their inputs in the library. Steady promotion of library staff is very important in motivating them and explaining library staff behaviour because, along with ability, it determines how well library staff perform their duties.

In the present day academic libraries, motivated employees are required because they will help various institutional libraries to grow and survive. Promotion that motivate library staff can create a productive work force, but lack of steady promotion with regard to staff welfare can leave workers searching for reasons not to give their maximum effort. Thus, if the academic libraries in Niger State are to achieve their mission and vision in terms of provision of current and adequate information to their users, then academic libraries require motivated workforce that will put in their best in terms of job performance. Furthermore, it is imperative that decision makers in the academic libraries take into cognizance promotion of their workers in order to reach optimal job performance (Garba, 2017).

Promotion refers to the advancement of an employee's rank or position in a hierarchical structure. Promotions usually include a new job title, a greater number of responsibilities and a pay increase. They might also include an expansion of benefits and managerial authority over other employees. Promotions are usually based on performance or tenure. According to Agbebaku, (2012) Promotion is a form of motivation given to encourage employees who have performed well. Promotion in academic library is on merit and given to desiring employees who have contributed to the objectives of the library. On the contrary, promotion in the public sector is usually based on Seniority, Quota system, Federal Character, Ethnicity.

Job performance is defined as a library staff carrying out his duties in a good shape or discharging his or her duties effectively.

According to Agba, Ogaboh and Mboto (2013) job performance refers to task accomplished by individual employee; it is how well a worker accomplishes a given task in the library. Job performance is also measured by quality, transparent, fair and adequate standards of satisfaction. It is the total effect of workers output as defined by traits, training, staff development, role perception, abilities and other conditions of service. Staff performance is the fundamental element of any library and the most important factor for the success of the academic library and its performance. It is true that most of the libraries are dependent on its employees, but one or two employee cannot change the library's future. In view of the above the researchers decided to investigate the influence of promotion on the job performance of professional and para-professional library staff in tertiary institutions in Niger State.

### **Statement of the Problem**

Promotion of library staff forms an integral aspect of library management. For academic libraries to achieve maximum performance in terms of providing adequate and current information resources to staff and students, library management is expected to give adequate attention to promotion. A situation whereby library staff are not given promotion as and when due, they would not be able to discharge their duties effectively and efficiently. The need for the steady promotion of library staff is to find out the ways of motivation and better job performance. Steady promotion contribute to the realization of library strategic objectives. Promotion will not only enhance their career development but also increase in terms of their income.

Preliminary investigations carried out by the researchers in some of these institutions seem to suggest that library staff perform their duties below expectation. One wonders what factors are responsible for this poor job performance on the part of library staff. It is on the backdrop that the researcher intends to find out the influence of promotion on the job performance of library staff in tertiary institutions of learning in Niger State.

### **1.4 Research Questions**

The following research questions guided the study.

1. What are the requirements for professional and paraprofessional library staff promotion in tertiary institutions in Niger State?
2. What is the influence of promotion on the job performance of professional and paraprofessional library staff in tertiary institutions in Niger State?
3. What are the solutions for improving promotion exercise of professional and paraprofessional library staff in tertiary institutions in Niger State?

## LITERATURE REVIEW

Many scholars have written a lot on staff promotion and job performance of librarians and other workers in various organizations thus: In the words of Archibong et al (2010) the principal role of tertiary institutions revolves around three key functions; namely, advancement of knowledge through research, dissemination of knowledge through teaching, and community service. These key functions are intended to bring about national development and competitive advantage to a country at the global level. The achievement of these objectives, to a large extent, depends on the library staff because of the critical role they play in the educational process. How effectively library staff perform the above-mentioned functions is often the core basis for promotion in Nigerian tertiary institutions.

Promotion of library staff from a lower rank to a higher one is an indication that the staff has shown evidence of effective performance in all the criteria for promotion as stipulated by the institutions policy. However, according to Owuamanam and Owuamanam (2008), assessment of productivity in Nigerian tertiary institutions is based mainly on research and publications alone for academic librarians, and consequently, advancement in the job depends mainly on the individual's research output. Similarly, the respondents in a study by Eze (2012) indicated that while the institutions stated policies are to assess a candidate for promotion on the basis of his or her ability in three main criteria – teaching, administration and research - it was the latter which appeared to be attributed the greatest weighting. Still, on criteria for staff promotion, Badri and Abdulla (2004) hold that library staff can also be evaluated through items, such as research articles produced, teaching method, presentation style, and involvement in institution and community activities.

The process of decision-making for library staff promotion often involves criteria, such as tasks, activities, teaching, supervision, publications, research, consulting, conferencing, administration, and community service (Salmuni, Mustaffa and Kamis, 2007). Regardless of what the procedure for promotion entails, the incentives and reward system operating in higher educational institutions has often been associated with staff motivation and performance on the job. Salmuni, Mustaffa and Kamis (2007) assert that the most attractive reward perceived by the staff is still promotion and that promotion will improve the staff objective and performance. Santhapparaj and Alam (2005) found that promotion has a positive and significant effect on job satisfaction. In line with this view, Eze (2012) had earlier asserted that promotion brings along with it not just more money, but also a mark of recognition of an individual's performance and that the motivating effect of promotion is high. Similarly, Turk (2008) upholds that a good and well-functioning performance appraisal system would help the library staff to make their mark in the institutional setting.

According to Agba, et al (2013) Job performance refers to task accomplished by individual employee; it is how well a worker accomplishes a given task in an organization. Job performance is the fundamental element of any organization and the most important factor for the success of the organization and its performance. It is true that most of the libraries are dependent on its staff, but one or two staff cannot change the organization's future. The performance of academic library is the shared and combined effort of all of its employees. Job performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al., 2012).

Job performance is the ability to carry out statutory functions which are based on the field of specialization or areas of development as well as an organization's objectives. According to Saka and Haruna (2013) job performance is defined "as that aspect of work behaviour domain that is of relevance to the job and organization success". Jobs performed in library include cataloguing and classification of materials, provision of reference services, charging and discharging of materials to users etc. Job performance in library situation is geared towards meeting not only the users' information needs but also it is a basis or a criteria for promoting staff.

Human motivation studies aim to discover what it is that triggers performance. Iwu (2011) opines that motivation is the term used to describe those processes, both instinctive and rational by which people seek to satisfy their basic drives, perceived needs and personal goals which trigger performance. Training and promotion which are part of motivation is a human psychological characteristic that contributes to a person's degree of commitment. It is very important in the consideration of the performance and output of employees in organizations. Training and promotion are essential to organizational effectiveness and is a predictor for performance of employees.

Many organizations want their employees to perform to the best of their abilities, yet staff training and promotion remain a difficult factor to manage. Iwu (2011) observed that employees' aspirations and target do not always match with what their employer can provide. It has been suggested that proper training and promotion which are part of motivation can significantly influence the attitude of workers towards their jobs and hence affect the performance of such employees on the job. For employers who successfully motivate their staff through regular training and steady promotion, it often translates to less absenteeism and turnover, greater satisfaction and commitment and ultimately higher productivity or performance in the work place. There is need to understand why people choose to perform satisfactorily; why some people appear to be committed to their jobs and others are often absent. There is also need to find out what rewards and incentives individuals value so that where possible, it could be provided. People are usually willing to work harder when they expect to benefit by doing so.

In other words, people exert effort when the efforts help them meet some personal needs. People are more committed to their work when given training opportunities and promotion as at when due. According to Iwu (2011) stated that human resources being the major essential element of an enterprise need to be handled with care, for they are the key to higher productivity. One of the basic and major needs in any organization is to evaluate its employee’s performance continually to find out whether they improve or not

**RESEARCH METHODOLOGY**

Descriptive survey research method was adopted for this study. A total of 194 professional and para-professional library staff from 13 government owned tertiary institutions formed the target population of the study. However, since the population is not large and it is manageable, the researchers used the whole population for the study. Bernard (2012) supported this idea by asserting that if a population of a study is less than two hundred (200), the entire population should be used for the study. Questionnaires was the instrument used for data collection. A total of 194 copies of questionnaire were drafted and distributed out which 144 were returned and found usable. Data collected were analyzed using descriptive statistics of frequency counts, percentages, mean and standard deviation (SD).

**Findings and Discussion**

**Research question one:** What are the requirements for professional and paraprofessional library staff promotion in tertiary institutions in Niger State?

1: The requirements for library staff promotion in tertiary institutions in Niger State

**Table 1: Requirements for library staff promotion in tertiary institutions**

S/No	Statements	Cadre	4	3	2	1	$\bar{x}$	SD	Remark
1	No employee shall be promoted unless his/her appointment has been confirmed except in the case of transfer	Professionals	17 (24.3%)	50 (71.4%)	3 (4.3%)	-	3.20	.499	Agreed
		Paraprofessionals	17 (23.0%)	57 (77.0%)	-	-	3.23	.427	Agreed
2	I must serve the library for 3 years before I will be promoted to the next rank	Professionals	10 (14.3%)	54 (77.1%)	6 (8.6%)	-	3.19	.490	Agreed
		Paraprofessionals	11 (14.9%)	62 (83.8%)	1 (1.4%)	-	3.14	.382	Agreed
3	A confirmed staff is entitled to one promotion while on study fellowship	Professionals	16 (22.9%)	51 (72.9%)	3 (4.3%)	-	3.21	.535	Agreed
		Paraprofessionals	18 (24.3%)	53 (71.6%)	3 (4.1%)	-	3.20	.496	Agreed
4	Assistant librarian must obtain MLS before upgrading to the next level.	Professionals	19 (27.1%)	47 (67.1%)	4 (5.7%)	-	3.30	.462	Agreed

5	Promotion to the rank of principal librarian and above requires PhD.	Professionals	16 (22.9%)	49 (70%)	5 (7.1%)	-	3.19	.490	Agreed
6	Professional librarians are required to publish like their counterparts in other departments before promotion	Professionals	16 (22.9%)	51 (72.9%)	3 (4.3%)	-	3.19	.460	Agreed
7	Promotion to the next level is based on appraisal and commendations from the head of the institution only	Professionals	15 (21.4%)	53 (75.7%)	2 (2.9%)	-	3.17	4.50	Agreed
		Paraprofessionals	21 (28.4%)	53 (71.6%)		-	3.28	.454	Agreed
8	An employee with pending disciplinary case shall not be recommended for promotion until he is cleared by the appropriate authority.	Professionals	14 (20%)	54 (77.1%)	2 (2.9%)	-	3.27	.479	Agreed
		Paraprofessionals	17 (23.0%)	55 (74.3%)	2 (2.7%)	-	3.20	.468	Agreed
9	I must go for training programmes to improve my knowledge before I will be promoted to the next rank.	18 (24.3%)	52 (70.3%)	4 (5.4%)	-	-	3.19	.515	Agreed

**Key:** 4=strongly agreed, 3=agreed, 2=disagreed, 1=strongly disagreed,  $\bar{x}$ =mean, SD=standard deviation

The mean and standard deviation scores of respondents from Table 4.5 concerning their requirements for professional and paraprofessional library staff promotion in tertiary institutions in Niger State. Of all the statements listed, the mean score was accepted because all had a fairly mean score which is above 2.5 marks on a 4-point Likert scale. Results from item 1 from the Table 1 which has a mean of 3.20 (SD=.499) for professionals and 3.23(SD=.424) for paraprofessionals indicating that the respondents have agreed that no employee shall be promoted unless his/her appointment has been confirmed except in the case of transfer. Similarly, it was also observed based on their responses from item 2 which has a mean of 3.19 (SD=.490) for professionals and 3.14(SD=.382) for paraprofessionals indicating that the respondents have agreed respectively that they must serve the library for 3 years before promotion to the next rank. Similarly, item 3 has a mean of 3.12 (SD=.535) for professionals and 3.20(SD=.496) for paraprofessionals indicating that the respondents are in agreement that a confirmed staff is entitled to one promotion while on study fellowship.

However, majority of respondents in item 4 which has a mean of 3.30 (SD=.462) for professional librarians indicating that assistant librarian must obtain MLS before

upgrading to the next level. Consequently, the respondents in item 5 which has a mean of 3.19 (SD=.490) for professionals librarians indicating that promotion to the rank of principal librarian and above requires PhD. Consequently item 6 has a mean of 3.19 (SD=.460) for professionals librarians indicating that the respondents are in agreement that professional librarians are required to publish like their counterparts in other departments before promotion. Respondents in item 7 with the mean of 3.17 (SD=.450) for professionals and 3.28(SD=.454) for paraprofessionals agreed that the promotion to the next level is based on appraisal and commendations from the head of the institution and appraisal/recommendations of respondents work from their superior. Also respondents in item 8 which has a mean of 3.27 (SD=.479) for professionals and 3.20(SD=.468) for paraprofessionals agreed that an employee with pending disciplinary case shall not be recommended for promotion until he is cleared by the appropriate authority. However, majority of respondents in item 9 which has a mean of 3.19 (SD=.515) for paraprofessionals indicating that respondents must go for training programmes to improve their knowledge before they will be promoted to the next rank. These finding corroborates that of Archibong (2010) who found that majority of the academic staff of universities were dissatisfied with the promotion practices in Nigerian Universities.

**Research question two:** What is the influence of promotion on the job performance of professional and paraprofessional library staff in tertiary institution in Niger State?

The influences of promotion on the job performance of library staff in tertiary institutions in Niger State.

**Table 2: The influences of promotion on the job performance of library staff in tertiary institutions**

S/N	Statements	Cadre	4	3	2	1	$\bar{x}$	SD	Remark
1	I feel satisfied and that has spurred me to render services to users promptly.	Professionals	20 (28.6%)	46 (65.7%)	2 (2.9%)	2 (2.9%)	3.29	.515	Agreed
		Paraprofessionals	11 (14.9%)	55 (74.3%)	8 (10.8%)	-	3.04	.509	Agreed
2	My promotion has made me to stay and work beyond closing hours.	Professionals	16 (22.9%)	49 (70%)	3 (4.3%)	2 (2.9%)	3.16	.528	Agreed
		Paraprofessionals	19 (25.7%)	54 (73.0%)	1 (1.4%)	-	3.24	.463	Agreed
3	My promotion has made me to report to my duty on time.	Professionals	20 (28.6%)	45 (64.3%)	5 (7.1%)	-	3.21	.562	Agreed
		Paraprofessionals	21 (28.4%)	51 (68.9%)	2 (2.7%)	-	3.26	.498	Agreed



4	My promotion has made me to participate in shift duties diligently.	Professionals	15 (21.5%) )	52 (74.3%) )	2 (2.9%)	1 (1.4%)	3.20	.469	Agreed
		Paraprofessionals	18 (24.3%) )	45 (60.8%) )	11 (14.9%)	-	3.09	.623	Agreed
5	My promotion has made me to improve in my professional practice.	Professionals	13 (18.6%) )	46 (65.7%) )	11 (15.7%)	-	3.03	.589	Agreed
		Paraprofessionals	16 (21.6%) )	55 (74.3%) )	3 (4.1%)	-	3.18	.479	Agreed
6	My promotion has made me to contribute to the overall development of the library.	Professionals	20 (28.6%) )	47 (67.1%) )	1 (1.4%)	2 (2.9%)	3.30	.492	Agreed
		Paraprofessionals	19 (25.7%) )	50 (67.6%) )	5 (6.8%)	-	3.19	.514	Agreed

**Key:** 4=strongly agreed, 3=agreed, 2=disagreed, 1=strongly disagreed,  $\bar{x}$ =mean, SD=standard deviation

Table 2 depicts the influences of promotion on the job performance of professionals and paraprofessionals library staff in tertiary institutions. Item 1 which has a mean of 3.29 (SD=.515) for professionals and 3.04(SD=.509) for paraprofessionals indicating that the respondents feel satisfied and that has spurred them to render services to users promptly. It was also observed that item 2 has a mean of 3.16 (SD=.528) for professionals and 3.24(SD=.463) for paraprofessionals indicating that the respondents agreed that promotion has made them to stay and work beyond closing hours. Similarly, item 3 which has a mean of 3.21 (SD=.562) for professionals and 3.26(SD=.498) for paraprofessionals indicating that the respondents agreed that promotion has made them to report to their duty on time. Also, item 4 which has a mean of 3.20 (SD=.469) for professionals and 3.09(SD=.623) for paraprofessionals indicating that the respondents agreed that promotion has made them to participate in shift duties diligently.

Furthermore, item 5 has a mean of 3.03 (SD=.589) for professionals and 3.18(SD=.479) for paraprofessionals indicating that the respondents have agreed that promotion has made them to improve in their professional practice. Similarly item 6 has a mean of 3.30 (SD=.492) for professionals and 3.19(SD=.541) for paraprofessionals indicating that the respondents have agreed that promotion has made them to contribute to the overall development of the library.

From their responses, all the responses yielded high scores from the respondents. It is clear that steady promotion motivates library staff to work better thereby improving their job performance. In the same vein, lack of promotion would not motivate staff and invariably would lead to poor job performance. These finding corroborate that of

Salmuni, Mustaffa and Kamis (2007) who found that the most attractive reward perceived by the staff is still promotion and that steady promotion improves staff objective and performance.

**Research question three:** What are the solutions for improved promotion exercise of library staff in tertiary institutions in Niger State?

4.8: Determine solutions for improve promotion exercise of library staff in tertiary institutions in Niger State.

**Table 3: The solutions for improving promotion exercise of library staff in tertiary institutions.**

S/N	Statements	Cadre	4	3	2	1	$\bar{x}$	SD	Remark
1	Library staff promotion should be rapid and consistent.	Professionals	19 (27.1%)	49 (70%)	2 (2.9%)		3.03	.589	Agreed
		Paraprofessionals	21 (28.4%)	52 (70.3%)	1 (1.4%)		3.27	.477	Agreed
2	Number of years staff spent before promotion to the next grade level should be reduced.	Professionals	19 (27.1%)	50 (71.4%)		1 (1.4%)	3.30	.492	Agreed
		Paraprofessionals	23 (31.1%)	49 (66.2%)	2 (2.7%)		3.28	.511	Agreed
3	Promotion should be based on merit	Professionals	23(66.2%)	50 (71.4)			3.30	.492	Agreed
		Paraprofessionals	19(27.1%)	50 (71.4%)			3.30	.492	Agreed

**Key:** 4=strongly agreed, 3=agreed, 2=disagreed, 1=strongly disagreed,  $\bar{x}$ =mean, SD=standard deviation

Table 3 concerning the solutions for improving promotion exercise of professional and paraprofessional library staff in tertiary institutions in Niger State. Item 1 has a mean of 3.36 (SD=.483) for professionals and 3.20(SD=.468) for paraprofessionals indicating that the respondents agreed that training funds should be made available and accessible for staff undergoing training programme by the management. It was also observed that item 2 has a mean of 3.23 (SD=.456) for professionals and 3.05(SD=.595) for paraprofessionals indicating that the respondents agreed that only training that would improve the effectiveness of library staff should be allowed by the management. Similarly, item 3 has a mean of 3.30 (SD=.492) for professionals and 3.32(SD=.500) for paraprofessionals indicating that the respondents agreed that training programmes should be designed to solve problems and to fill the gaps in employee performance. Also, item 4 which has a mean of 3.30 (SD=.492) for

professionals and 3.39(SD=.492) for paraprofessionals indicating that the respondents agreed that training that would bring about changes and enhance organizations' effectiveness should be encouraged.

Furthermore, item 1 has a mean of 3.24 (SD=.494) for professionals and 3.27(SD.477) for paraprofessionals indicating that the respondents agreed library staff promotion should be rapid and consistent. Item 2 has a mean of 3.30 (SD=.455) for professionals and 3.28(SD=.511) for paraprofessionals showing that the respondents are in agreement that number of years staff spent before promotion to the next grade level should be reduced. Item 2 has a mean of 3.30 (SD=.455) for professionals and 3.30(SD=.455) for paraprofessionals showing also that the respondents are in agreement that ae should be based on merit when considering library staff for promotion.

It is clear therefore that the solutions for improving promotion exercise of library staff in tertiary institutions in Niger State in order for employers to meet up with the expectations of their employees and motivate them, if all the solutions promotion exercises are implemented, job performance of library staff will improve greatly. These finding corroborate that of Obisi (2011) who found that training and promotion is the tonic employees need to enhance their performance and potentials that will in turn enhance organization effectiveness. Nigerian organizations should face realities, serious approach to promotion requires careful systematic and planned training and development activities.

### **Conclusion**

From the findings of the study it could be deduced that requirements for library staff promotion affect job performance of library staff negatively, there is need therefore for necessary measures to be taken to ensure that staff promotion should be steady so that any staff that is due for promotion are promoted without delay by the management. It was observed from the study that promotion has positive influence on the job performance of both professional and paraprofessional library staff in tertiary institutions in Niger State. Also important is the need for improving promotion exercise of professional and paraprofessional library staff in tertiary institution libraries in Niger State. Once these problems are adequately checked and taken care of in tertiary institution libraries in Niger State, Nigeria, it is expected that there will be a tremendous improvement on the job performance of professional and paraprofessional library staff in tertiary institution libraries in Niger State.

## Recommendations

Based on the findings of this research work, the following recommendations are proffered:

1. Job performance is generally determined by many factors among which are promotion of library staff. Therefore, the management of tertiary institutions in Niger State needs to be aware of this factor and constantly strive to improve on it so as to sustain and improve on the good level of job performance among the workforce.
4. Staff promotion should be regular so that staff that are due for promotion can be promoted without delay in order to avoid frustration and declined in job performance. Promotion is very important in motivating library staff to perform their duties better in that when workers feel they are not promoted when they are due, they may be less motivated to perform at a consistently high level.

## REFERENCES

- Agba, A. M. Ogaboh, Mboto, W. A. & Agba, M. S (2013). Wages or Other Conditions: Critical Assessment of Factors in Workers Performance in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3(7).
- Agbebaku H. U. (2012). Public Personnel Administration National Open University of Nigeria, P113.
- Archibong A. J. David, O. E, Don O & Aniefiok O. E (2010). Academic Staff Disposition to Promotion Criteria in Nigerian Universities. *Journal of College Teaching & Learning*. 7(10)
- Badri, A. M. & Abdulla, H. M. (2004). Awards of excellence in institution of higher education: An AHP approach. *International Journal of Educational Management*, 18(4), 224 – 242.
- Bernard, J. (2012). *Perfecting Your Research Work*. London: Unique Press Information Services.
- Eze, U. J. (2012). Staff Training Programmes in Nigerian Public Libraries: The Case of Enugu State Public Library. *Library Philosophy and Practice*

- Garba, S. M (2016). Influence of Training and Promotion on the Job Performance of Professionals and Paraprofessional Library Staff in Tertiary Institutions Library in Niger State, Nigeria. Postgraduate Master's Thesis submitted to the Department of Library and Information Technology, Federal University of Technology, Minna.
- Iwu, J. J. (2011). Effective Motivation of Paraprofessional Staff in Academic Libraries in Nigeria. *Library Philosophy and Practice* (e-journal)
- Obajemu, A.S, Ojo, J. A & Dekpen, N.A (2012).Staff Motivation in the University of Lagos Libraries, Nigeria *Library Philosophy and Practice*.
- Obisi, C. (2011) Employee Training and Development in Nigerian Organizations: Some Observations and Agenda for Research. *Australian Journal of Business and Management Research* Vol.1 No.9, 82-91
- Owuamanam, D. O. & Owuamanam, T. O. (2008). Sustaining academic progress through objective Evaluation of research in Nigeria. *College Teaching Methods & Styles Journal*. 4(8), 27 – 31.
- Sabir, M. S., Iqbal, J. J., Rehman, K., Shah, K. A. & Yameen, M. (2012). Impact of corporate ethical values on ethical leadership and employee Performance. *International Journal of Business and Social Science*, 3, 163-171.
- Saka, K.A. (2008). Staff development as a Motivating factor in job performance of staff in selected branch Libraries of Ramat Library, University of Maiduguri. *Journal of Information Resource management: journal of Niger State chapter of Nigerian Library Association*, 1(1), 34 42
- Saka, K.A & Ibrahim, H (2013). Relationship Between Staff Development and Job Performance Among Personnel in Branch Libraries, University of Maiduguri, Nigeria *Mediterranean Journal of Social Sciences*
- Salmuni, W., Mustafa, W. & Kamis H. (2007). Prioritizing academic staff performance criteria in higher education institutions to global standards. Proceedings of the 13th Asia Pacific Management Conference, Melbourne, Australia, 2007, 1281 – 1288.
- Turk, K. (2008). Performance appraisal and compensation of academic staff in the University of Tartu. *Baltic Journal of Management*. 3(1) 40 – 54.