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Effect of Promotion and Recognition on Job Satisfaction of Librarians in Academic Libraries in Imo State, Nigeria

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The general purpose of the study is effect of promotion and recognition on job satisfaction of librarians in academic libraries in Imo State. The survey research design was used for the study using questionnaire as the instrument for data collection. The study covered the entire population of One hundred and seven (107) librarians in academic libraries in Imo State. One hundred and five (105) copies of the questionnaire were completed and returned for analysis representing 98.1%. The findings showed that promotion on the job to higher positions increases librarians' satisfaction on the job. Again, that the higher librarians attain through promotion the greater satisfaction they derive. The findings also showed that recognition makes librarians feel proud on their job and take their job seriously. The study recommended that academic libraries in Imo State should come up with policies that will ensure librarians regular promotion. That proven cases of denial of recognition should be re-visited to ensure fair play. The study also recommended that academic libraries in Imo State should set in motion strategies to address welfare package to librarians.

INTRODUCTION

Reward systems are those packages which an employee enjoys as a result of successfully completing the task of attaining the goals of the organization. Manzoor (2012), notes that rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. The author states that all businesses use pay, promotion, special allowances, bonuses and other types of reward to motivate and encourage high level performance of employees. Tella, Ayeni and Popoola (2007) suggest in their study that it is imperative to compensate an employee with benefit because it will motivate him in his

job performance even as Bernadin (2016) observes that all financial returns and tangible benefits that employee receives as part of employment relationship motivate him to put in his best in the organization.

Research by Ajila and Abiola (2014) found out that workers place great value on deferment reward given to them by their employers even as workers tend to express their displeasure through poor performance and non-commitment to their job when rewards are not given. The authors further note that the performance of employees in organizations is vital not only for the growth of the organization but also for the growth of individual employee. That is why most employers use rewards to influence the performance of their workers positively. A study conducted by Okojie (2015) found out that staff were of the opinion that an efficient and effective reward programme will greatly enhance employee motivation and that a highly motivated workforce will lead to greater productivity. Ali and Ahmed (2016) report in their study that there is a statistically significant relationship between reward and recognition, motivation and satisfaction respectively and that if rewards or recognition offered to employees were to be altered; there would be a corresponding change in work performance. These findings are collaborated by the research of Gardner, (2014). Ballentine (2013) states that the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be more productive and help management achieve their goals. Lee and Wong (2006) declare that unfavourable reward system influences employee's desire to do the job thereby achieving a very low output in their performance. On the other hand, Senyah (2003) in his study on the employee's job performance shows that improvements in external contingencies such as reward structure have resulted in subsequent rise in employee's job performance and motivation. The author also found that an individual's job performance is influenced by perceived alternativeness of the organization reward system and willingness of the organization in supporting innovative work.

Job satisfaction is essential in librarianship, especially in the academic library environment. Smith (2014) defines job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person to say, "I am satisfied with my job". Vroom (2017) defines job satisfaction as the effective orientation of individuals towards work roles that they are presently occupying. Similarly Smith (2012), remarks that the concept refers to an effective response of the worker to his job. By this, it is meant that satisfaction results from consequences of the worker's experience on the job in relation to his own values and needs. In their views, satisfaction can be taken as similar in meaning to pleasure. Lawal (2015), suggests that the

determinants of satisfaction are more complicated than this. People and their job are the basic elements involved; but, it is clear that there are numerous other variables between people and their jobs that help to determine whether the relationship is satisfying or not. According to Strauses and Sayles (2013), whether one is satisfied on one's job depends on one's expectations, self-evaluation, social norms, social comparisons and input/output relations with his or her job.

According to Librarians' Registration Council of Nigeria (2015), a librarian is a professionally trained person with minimum of a bachelor degree in library and information science or related field and certified by the Council of Nigeria. Dike (2010) describes a librarian as a person who is a specialist in collection of specialized information material. Librarian is a person who has acquired adequate professional training to carry out some high level duties in the library. Such duties according to (Onwubiko and Uzoigwe 2004), include provision of information materials through organization, cataloguing and classification, documentation, circulation, preservation, maintenance of reading materials, provision of study environment and ICT resources.

Academic libraries constitute a strand in a higher institution. It is the nucleus that revolves all academic activities of the institution. They are libraries housed in the Universities, Polytechnics and Colleges of Education. They are the largest of all libraries both in function, scope of collection, staffing, user as well as the type of services rendered to it users. According to Onwubiko and Uzoigwe (2004), academic library is a library established, maintained and administered by Universities, Polytechnics and Colleges of Education to meet the information needs of their students, faculty and staff in order to carry out their administrative and executive responsibilities. The academic libraries occupy the central and primary place because they serve all the functions of the academic community such as teaching, learning, research and community services. Chernick (2002) states that academic library resources incorporate all types of media into their collections and programmes such as audio tapes, video tapes, microforms, Computer Assisted Instructors (CAI) and the Internet. Unegbu and Nwali (2013), state that library resources are the totality of information materials that form library collections which include books and non-book materials.

According to Unegbu and Nwali (2013) one of the characteristics of an academic library is mainly concerned with providing materials to meet the curricula and research needs of their parent institutions. Academic library user structure is usually composed of undergraduates, graduates, academic and non-teaching staff and researchers. Academic libraries are administered and managed by experienced librarians who posses both general and specialized trainings that are required in each area of services offered by the

library; such specialties cut across various subject areas like language and communication studies, information technology, the arts, social science and even in the sciences. Today librarians in academic libraries are accorded academic status.

Another characteristic of academic libraries is that they are organized departmentally, according to subject areas such as, engineering, law, medicine, library science, science, etc. each with its own staff, collection, catalogue and services. It is also not out of place for academic libraries to have their special departments or sections that house special materials such as Government documents, serials, audio-visual materials and grey materials. Academic libraries play an indispensable role in the fulfillment of the functions of an academic community.

In the light of the foregoing, this study therefore, seeks to investigate the effect of promotion and recognition on job satisfaction of librarians in academic libraries in Imo State, Nigeria.

RESEARCH QUESTIONS

The following research questions were formulated to guide the study.
i.   What is the effect of promotion and job satisfaction of librarians in academic libraries in Imo State, Nigeria?
ii.   What is the effect of recognition on job satisfaction of librarians in academic libraries in Imo State, Nigeria?

LITERATURE REVIEW

Dessler (2015) asserts that promotion occurs when an employee makes a shift in the upward direction in organizational hierarchy and moves to a place of greater responsibility. According to Bravenden (2014), promotion can make a significant increase in salary of an employee as well as in the span of authority and control. It will help the competitors (librarians) to identify the most productive employees in the business (library) at the same time the employees are being recognized by their own organization. Naveed, Usman and Bushra (2013) assert that promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals thus it serves as a means of synchronizing organizational goals with personal goals. Armstrong (2016) states that the deciding factor for the position of any individual in the hierarchy is his talent, higher the level of talent in any individual higher will be his position in the hierarchy. Promotion has its importance due to the fact that it carries with it a significant change in the wage package of an employee.

Promotion follows a defined set pattern which is outlined in the employment bond. In this highly competitive corporate world, promotion can help the competing firms to trace the most productive participant of one organization to be worth luring for another organization (Dessler, 2015). According to Naveed, Usman and Bushra (2013), promotion enhances the yield of an organization when an employee climbs a promotion ladder on the basis of his seniority and ultimately he gets an increased wage rate. According to Kosteas (2009), promotion is an important aspect of workers' career life, affecting other facets of the work experience. Promotion constitutes an important aspect of workers' labour mobility, most often carrying substantial wage increases and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. Blau and Devaro (2007) assert that firms can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. They further state that promotion will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself, otherwise, firms would simply use pay increases to reward effort and productivity.

Long (2015) opines that workers may value promotion because it carries an increase in job amenities such as bigger office or spending amount (factors which are observable but for which we do not have an information) or because they enjoy the acknowledgement of work well done and the ego boost that comes with a promotion (factors which are not easily observable). Employees may consider leaving the institutions where they work, if they do not have equal promotion opportunities as offered by other organizations, particularly young workers who are looking for more work experiences from various institutions before deciding to remain with a particular institution. Khalid and Irshad (2011) in their study on Job satisfaction among academic staff: a comparative analysis between public and private sector in Universities of Punjab, found a positive significant relationship between opportunities for promotion and job satisfaction.

Employees are likely to be motivated to improve their performance with nonmonetary rewards such as employee recognition. Recognition is the acknowledgement, appreciation or approval of the positive accomplishments or behaviours of an individual or team According to Gostic and Ellon (2013), recognition refers to praise or a personal note acknowledging achievements including small gestures that are important to employees. One valuable outcome and reason for recognizing employees is shown in Raith and Rastogi (2008) in their study job satisfaction and psychological well-being found that people who feel appreciated are more positive about themselves and their ability to contribute, can boost productivity and increase satisfaction. They further state that nonfinancial rewards

such as recognition and other intrinsic rewards are *sine qua non* for job satisfaction. Gostic and Elton (2017) state that if employee recognition is conducted properly, it can increase profitability and customer service levels and heighten employee engagement and satisfaction.

Nelson (2015) concludes that recognition leads to improved communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to offer to help and go the extra mile) and decreased absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty). Robbins and Judge (2008) argue that one of the most effective morale boosters is praise for a job well done. They further summarize that regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. Recognition is an important tool for managers, business owners and human resource professionals in promoting employee motivation and organizational success. Allen and Helms (2012) in their study, employee perception of relationships between strategy rewards and organizational performance found that the importance of regular expressions of appreciation by managers and leaders to encourage behaviour of employees to reach strategic goals.

Islam and Ismali (2014) in a study, ranking of employees' reward and recognition approaches: a Malaysian perspective shows that 87% of employees indicate that it is very important for them to be recognized by their manager and 84% of managers concluded that providing nonmonetary recognition as a reward has increased their performance. Further 91% of managers conclude that recognizing employees helps motivate them. According to Nelson (2015) there are many ways employees could be recognized or appreciated. Recognition can include letters or postcards (Thanks! You made A Difference, Award), memory letter items (a plaque or mug) that last longer than cash, no monetary awards that have trophy value, lunch with managers/supervisors, a picture displayed in a prominent place, having a room or hallway named after the employee, posting names (employee of the week or month) in the organizations notice board or website, a video rental certificate, a coffee card an event ticket or a candy bar.

Rathe and Rastogi (2008) opined that employees need to be shown that their achievements have been recognized and appreciated. Recognition of employee performance may take two forms: team and individual. The best recognition singles individuals or group out for extraordinary performance. It is based upon those areas that make the biggest difference to the individual or groups mutual success. Employees have different value attitudes, interest and expectations that must be considered when deciding on the optimal recognition method. According to Nelson and Spitzer (2013) leaving

employees out does not tend to be a problem in organizations that have developed a strong recognition culture, that have a variety of formal and informal programmes and tools and where managers place an emphasis on daily recognition practices and behaviours.

Nelson (2015) states that if recognition programme is used incorrectly, it can depress, not lift, employee morale but when a manager uses recognition programme to reward an employee, whether a fast tracker or an underachiever, the goal is to reinforce successful behaviours so the employee will repeat them and apply the same determination to other tasks. According to Robbins and Judge (2008), if recognition is to provide the required results, it needs to have personal value, requiring managers to consider the nature of the accomplishment and the recipient's preferences, it must be earned, requiring managers to reward immediately, and it has to be accompanied by a celebration, requiring managers to get to know the individual before planning the delivery forum-whether public or delivered one-on-one and the attitude of celebration should be a key factor in creating a lasting, positive memory of the recognition effort.

METHODOLOGY

The descriptive survey research design was used for this study using questionnaire as an instrument for data collection. The questionnaire was titled Effect of Promotion and Recognition on Job Satisfaction of Librarians Questionnaire (IPRJSLQ). The population of the study is 107 librarians in academic libraries Imo States. This instrument was administered on the 107 librarians in academic libraries Imo States. No sample size was drawn from the population. This is because the population of the study is small and accessible. The census method was used to ensure that opinions of all the librarians in academic libraries Imo States were captured for the study.

Analysis

A total of one hundred and seven (107) copies of the questionnaire were distributed to librarians in academic libraries in Imo State. Out of these, one hundred and five (105) copies representing 98.1% were duly completed and returned for analysis.

Research Question 1: What is the effect of promotion on job satisfaction by librarians in academic libraries in Imo State, Nigeria?

Based on the significant mean value of 3.1 as shown on Table 1, promotion on the job to higher positions increases satisfaction (X = 3.0); promotion is not denied

Table 1: Mean Responses on Effect of Promotion on Job Satisfaction of Librarians in Academic Libraries in Imo State, Nigeria

S/N	Promotion and Job Satisfaction	SA	A	D	SD	X Score
A	Promotion on the job to higher positions increases my satisfaction on the job	45	27	12	21	3.0
B	I am satisfied because my promotion is not denied when due	75	14	7	9	3.5
C	The higher one attains on the job through promotion, the greater satisfaction one derives.	65	26	9	5	3.4
D	I do not derive satisfaction on my job because on how I am being promoted.	35	31	28	11	2.9
E	Staff promotion attracts more pressure on my job	37	28	18	22	2.8
	Significant Mean Value					**3.1**

when due (X = 3.5) and the higher one attains on the job through promotion, the greater satisfaction one derives (X = 3.4).

However, some librarians do not derive satisfaction because of the way they are promoted and that staff promotion attracts more pressure on their jobs. Both of these have mean values less than the significant mean value of 3.1. It can be seen from the analysis that promotion has a significant effect job satisfaction of librarians in academic libraries in Imo State, Nigeria.

Research Question 2: What is the effect of recognition on job satisfaction by librarians in academic libraries in Imo State, Nigeria?

Analysis as shown on Table 2 indicates that recognition has a significant effect on job satisfaction of librarians in academic libraries in Imo State, Nigeria based on the significant mean value of 2.5 in two main aspects. These are that recognition makes librarians take their job seriously (X = 3.3), librarians feel proud on their job because of recognition (X = 3.1). The other three reasons namely that recognition does not make their job clearer, does not make them become more competent on their job and makes them fear no duty on their job are not related to job satisfaction because their mean values are less than the significant value of 2.5.

FINDINGS

Evidence from Table 1 showed that promotion on the job to higher positions increases librarians' satisfaction on their job. Librarians are satisfied because their promotions are not denied when due. The higher librarians attain through promotion the greater satisfaction they derive. This result is in agreement with

Naveed, Usman and Bushra (2011) in their report that promotion can be used as an incentive tool. It is a way of rewarding the employees for meeting the organizational goals, thus it serves as a means of synchronizing organizational goals with personal goals. This report is also in line with Kosteas (2009) who stated that promotion is an important aspect of workers career life, affecting other facets of the work experience. They constitute an important aspect of workers' labour mobility, most often carrying substantial wage increases and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment. Again, Khalid, Irshad (2011) in their study on job satisfaction and academic staff found a positive significant relationship between opportunities for promotion and job satisfaction. These studies clearly corroborate the findings of this study that promotion has a significant efffect on job satisfaction of librarians in academic libraries in Imo State, Nigeria

Recognition was found to have significant effect on job satisfaction of librarians in academic libraries in Imo State, Nigeria. Often, recognition makes librarians take their job seriously. It makes them feel proud on their job. This agrees with the finding of Raith and Rastogi (2008) in their study on job satisfaction and psychological well-being found that people who feel appreciated are more positive about themselves and their ability to contribute (employee recognition) can boost productivity and increase satisfaction. Nelson (2015) in his own report stated that recognition leads to improved communication, better cooperation and decreased absenteeism and turnover will demonstrate higher job satisfaction and loyalty. To Robbins and Judge (2008) regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. Recognition is an important tool for managers, business owners and human resource professionals in promoting

Table 2: Mean Responses on Effect of Recognition on Job Satisfaction of Librarians in Academic Libraries in Imo State, Nigeria

S/N	Recognition and Job Satisfaction	SA	A	D	SD	X Score
A	Makes me take my job seriously	55	37	12	6	3.3
B	Does not make my job clearer to me	13	12	52	38	2.1
C	Makes me feel proud on my job	45	37	14	9	3.1
D	Does not make me become more competent on my job	15	13	48	29	2.1
E	Makes me fear no duties on my job	8	15	37	48	1.9
	Significant Mean Value					**2.5**

employee motivation and organizational success. Allen and Helms (2012) in their study, employee perception of relationships between strategy, rewards and organizational performance found that the importance of regular expressions of appreciation by managers and leaders to encourage behaviour of employees to reach strategic goal is recognition in an organization. Again, Islam and Ismali (2014) in their own study, ranking of employees' reward and recognition approaches: Malaysian perspective shows that 87% of employees indicate that it is very important for them to be recognized by their manager and 84% of managers concluded that providing non-monetary recognition as a reward has increased their performance. Further 91% of managers conclude that recognizing employees help motivate them. Based on the data on Table 2, there is clear evidence that recognition has a significant effect on job satisfaction in academic libraries in Imo State, Nigeria.

CONCLUSION AND RECOMMENDATION

The rate of librarians' job satisfaction and commitments increases as the rate of promotion increases. As the rate of recognition decreases, so also the rate of satisfaction and commitment on the job decreases. This paper recommended that academic libraries in Imo State should come up with policies that will promote librarians regular promotion. Again proven cases of denial of recognition should be re-visited to ensure fair play. A common accommodative strategy in this direction will increase their job satisfaction.

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