Demographics and job performance of sectional heads of libraries in Delta State, Nigeria

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Abstract
This study explored demographics and job performance of sectional heads of libraries in Delta State, Nigeria. Correlational research design was adopted for the study. The population consisted of 29 sectional heads of libraries. A total of 29 copies of questionnaire were distributed but only 25 were filled and returned. Pearson’s Product Moment Correlation coefficient was used for analysis of data collected. The findings revealed weak negative relationship between age and job performance of respondents; there was weak negative relationship between gender and job performance; weak negative relationship between work experience and job performance of respondents; weak negative relationship between educational qualification and job performance of respondents. The study recommended that the university management should consider the age-range of staff when appointing sectional heads and ensure that staff who are mature to handle sensitive section of the library are handed the responsibility and that the university library management should consider experienced hands when appointing sectional heads among others.

Keywords: Demographics, job performance, sectional heads, libraries, Delta State, Nigeria

Introduction
The responsibility of supporting teaching, learning and research within the university environment, through the provision of information resources has always been that of university library. However, the extent to which tertiary institution libraries are able to perform these functions depends on a number of factors among which is the job performance of library personnel. Job performance as defined by James (2002) as cited in Oyeniran and Akphorhonor (2019) is the act of carrying out an order, duty, or purpose. and likewise the observable and measurable behavior of a person in a given situation. According to Aboyade (2013), to achieve the organizations’ objectives, employees need to perform their duties as expected. The performance of statutory duties based on workers field of specialization. Odunewu (2005) noted that library service quality has been depending on the level of personnel job performance and has been the concern of all stakeholders. There are several factors that can contribute to the job performance of librarians in academic institutions and one of them is demographic factors.

Demographic refers to the specific traits of a sizable population. Age, gender, colour, income, education, and other factors are among these. Age, gender, educational attainment, and work experience are the only demographic factors used for the purposes of this study. Age is one of the most used demographic variables for predicting job performance in libraries. Age is merely the period of time that a person or thing has been alive. A number of studies such as Awa (2014) have shown that generational differences can be established in part by age. Job performance has been
found to be significantly impacted by this generational divide or disparity. Another demographic factor in this study is gender. The term "gender" refers to the traits that are socially built to have a significant correlation with a person's ability to do their profession. Another demographic factor taken into account in this study is educational background and experience. Simply said, experience and education refer to the information and abilities that are acquired over time and certified. According to Cannone and Ughetto (2014), experience and education are both defined as the amount of time an individual has spent working and learning as well as acquiring a certificate at the end of a program. Also, Yun et. al. (2005) discussed the impact of experience and education level on job performance, whereas ShaifulAnuar et. al. (2009) reported the impact of gender on work performance while Xu (2007) stated that performance depends on age. From the foregoing, there is no denying that demographic factors such as age, gender, educational background and work experience are interrelated and they are factors that may be affecting the job performance of librarians especially the sectional heads of libraries. It is as a result of this that this topic demographics and job performance of sectional heads of libraries in Delta State, Nigeria is imperative.

Statement of the problem
Despite the pivotal role played by libraries in education and knowledge dissemination, limited research has been conducted to examine the impact of demographic factors on the job performance of sectional heads in the library sector in Delta State. Also, the constant decline in the user patronage of the library as observed by the researcher during preliminary investigation of the libraries understudy may be connected to the under performance of the various units and sectional heads. Hence, the questions that arose in the mind of the researcher is “could demographic variables of age, gender, educational background and years of experience affect the performance of sectional heads of library? Understanding this relationship is crucial for developing effective strategies to enhance job performance, optimize resource allocation, and improve overall library services in the state. By examining demographic variables such as age, gender, educational qualifications, and years of experience, this research aims to identify any significant associations between these factors and the job performance of sectional heads in libraries.

Purpose of the study
The main purpose of the study is to explore demographics and job performance of sectional heads of libraries in Delta State, Nigeria. Specifically, the study set out to:

1. explore the relationship between age and job performance of sectional heads of libraries in Delta State, Nigeria
2. investigate the relationship between gender and job performance of sectional heads of libraries in Delta State, Nigeria
3. investigate the relationship between work experience and job performance of sectional heads of libraries in Delta State, Nigeria
4. explore the relationship between educational qualification and job performance of sectional heads of libraries in Delta State, Nigeria

Research questions
The following questions are answered in the study:

1. What is the relationship between age and job performance of sectional
heads of libraries in Delta State, Nigeria?

2. What is the relationship between gender and job performance of sectional heads of libraries in Delta State, Nigeria?

3. What is the relationship between work experience and job performance of sectional heads of libraries in Delta State, Nigeria?

4. What is the relationship between educational qualification and job performance of sectional heads of libraries in Delta State, Nigeria?

Literature review

An aspect of human nature that has long been assumed is age. But we know very little about age outside of the body and beneath the skin. In biology, aging is a process associated with a loss in a body's ability to perform physical functions including remembering, moving, and hearing (Loderer & Waelchli, 2018). In industrialized nations the average age of the workforce appears to be rising, according to current patterns in labour participation. By 2020, 25% of Americans aged 55 and older will be employed in the US (Toossi, 2012). Omolayo and Omole (2013) have not found significant main influence of age and educational qualifications on university staff job performance, but discovered a significant major influence of length of service on their job performance (Omolayo and Omole, 2013).

The majority of reviews and studies on work performance come to the conclusion that job performance is typically the same for all age groups and do not show a correlation between declining job performance with advancing age. Conclusion: There is little variation in performance between workers that are older and younger when skills fit job needs and when experience is taken into account. Salami (2008) discovered that when predicting organizational effectiveness, age and education played a major role. As employees get older, their level of dedication to their employers rises (Meyer & Allen, 2017). The findings that there is a considerable impact of age on organizational performance are supported by (Sekaran, 2019). Older people may be more devoted to their organizations because they have a bigger stake in and history with the company than younger employees, according to some proponents of the theory (Harrison & Hubbard, 2018). Age and organizational performance have been proven to positively correlate, according to Amangala (2013). Coleman et. al. (2019) discovered the exact opposite, finding no age-related changes in the organizational commitment of employees. This perspective was confirmed by Azeem's (2017) claimed that there is a poor connection between organizational success and age. Padalla (2017) concluded that there is no prominent difference between age groups of employees and their organizational performance.

Work experience is any paid or unpaid activity that gives a participant the chance to develop the fundamental abilities, education, and work ethics required to find employment. Experience is a business asset and the best instructor; it can also be characterized as a succession of roles held by a person over the course of a lifetime (Robbins & Coulter, 2013). Job experience is the ongoing development of a person's abilities in a particular line of work. Throughout this stage of growth, every experience has an impact on the next. The attributes of the individual and the relationships outside of these qualities are produced through experience. Over time, appropriate workplace experiences also improve job performance (Yilmaz, 2015), but how much does an employee's performance depend on their work history?
It is believed that employment experience will eventually improve job performance.

Work experience is recognized by many professions as an important consideration in human resource policy, such as pay structures, benefits, packages, and decisions for promotion. The theory is that employment experience improves workers' knowledge, skills, productivity, and performance over time (Rice, 2010). Experience affects operations and modifications to market needs, cost structure learning curves, staff morale, and productivity when gathered consistently (Awa & Ukoha, 2015). Performance is the key to all organizational success or failure, and human resources are crucial indications of how successfully and efficiently an organization achieves its goals. The achievement of goals by employees in a company might reveal performance (Kertiriasih et al., 2018). According to the human capital theory, employees invest in their own abilities by gaining experience, which influences how well they perform at work (Sturman, 2016; Ehrenberg & Smith, 2017).

A priceless resource with essential significance for both the person and society is education. It offers people a solid foundation on which to realize their potential. It is an effective tool for influencing national growth. It is a flexible tool for change. The number and quality of a country's human resources, which ultimately determine its rate of social, economic, and political development, play a significant role in determining its wealth. Academic accomplishments can demonstrate a person's credibility in their line of work. Qualifications can also be thought of as the competencies that a person needs in order to do their tasks. One of the factors determining the success of any educational activity is the principle. Rahayu (2012) conducted research, and the findings indicate that teacher performance is influenced by academic credentials. Simbolon's research from (2012) with the study's findings demonstrated that professional and academic competencies both had an impact on job success. According to Nawawi (2017), this means that principals with a high level of education and appropriate experience in their fields will be able to look ahead and improve the growth of their mentored students. The amount of time an educator works and his level of education will also have an impact on his performance. It is therefore evident that experience is a lesson that will lead to changes in behavior maturity, greater understanding, and information enrichment. Academic qualification has been found to have a positive relationship with employee performance at Mukuru Slums Development Project (Jaoko, 2014). Thus, those with higher educational training and certification would perform better on the job.

Gender has to do with the assortment of traits that distinguish between femininity and masculinity. Using Herzberg's Hygiene/Motivator variables of job performance, Badawo (2006) looked at the levels of performance of female librarians in Nigeria. Ex-post facto design was used in the study. The sample consisted of 228 female librarians who were randomly chosen from 35 libraries in Nigeria's six geopolitical zones. The data were analyzed using descriptive and inferential statistics. The study's findings indicated that female librarians in Nigeria are extremely content with their work, relationships with others, recognition, growth/advancement, the profession itself, their pay, their personal lives, and their job security. They had issues with the administration, policies, working conditions, and responsibilities for monitoring. By taking into account the human component of the profession, the study demonstrated the necessity for a novel
strategy for librarianship in Nigeria. Another investigation was made. Saleem et al. (2014) determined that academicians' gender, along with their rank, length of service, education, marital status, age, and designation, had an impact on how well they performed at work. According to his analysis, male academicians who are younger, married, and have a high level of education perform better at their jobs both collectively and individually. The professional happiness of Indian librarians—both men and women—as well as the effect of work on that satisfaction, are examined by Vijayakumar (2019). The majority of respondents agreed that their work is recognized by their superiors and that the respondents are therefore in a position to maintain a good balance between professional and personal life. Age and gender have effect on how well employees perform in their work places, according to Kotur (2014). The study discovered that the two factors under investigation had, to varied degrees, a direct impact on workers' performance. Employees in the middle of the age spectrum perform better than those at either end. Additionally, it has been demonstrated that gender matters and that female employees fare better than male ones in terms of success. Tanrikulu (2017) studied psychological outcomes of job, job stress, organizational commitment, reason for leaving, and job happiness to see if there were any differences based on gender identity. With the exception of work stress, they discovered that there were variations between sex groups in psychological work outcomes.

Methods
The correlational survey design was used in this study. The population of the study consisted of 29 sectional heads of libraries from six academic libraries in Delta State, Nigeria. The study population is from Delta State Polytechnic, Oghara Library (4), College of Education, Warri Library (3), Federal University of Petroleum, Effurun Library (4), University of Delta, Agbor Library (5), Delta State University, Abraka Library (7), and University of Science and Technology, Ozoro Library (6). The entire population was used as a sample due to its manageable size. The instrument for data collection was a self-constructed questionnaire. A total of 29 copies of the questionnaire were administered and 25 copies were duly completed, retrieved, and found usable. The response rate was therefore 86%. Data collected were analyzed with Pearson Moment Correlation Coefficient.

Results
The results of the study are presented according to the research questions.

Research question 1: What is the relationship between age and job performance of the sectional heads of libraries in Delta State, Nigeria?

The data in Table 1 was used to answer this question.

In order to effectively carry out this analysis, the job performance of librarians under 40 years of age and librarians above was tested using the Pearson’s correlation. From Table 1, a Pearson’s correlation coefficient of determination was used to determine the nature of the relationship that exists between age and job performance. Here, the job performance of respondents under 40 years of age and respondents above 40 years of age was analyzed. The result revealed that there is negative relationship between the two variables ($r = -0.211$; $r^2 = 0.045$). This shows that there is inverse relationship between age and job performance of the
librarians. An increase in one is associated with decrease of the other variable.

**Research question 2:** What is the relationship between gender and job performance of the sectional heads of libraries in Delta State, Nigeria?

The data in Table 2 was used to answer this question.

In order to effectively carry out this analysis, the job performance of male and female respondents was tested using the Pearson’s correlation.

<table>
<thead>
<tr>
<th>Table 1: Pearson’s correlation of determination of the relationship between Age and job performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Variables</strong></td>
</tr>
<tr>
<td>Under 40</td>
</tr>
<tr>
<td>Above 40</td>
</tr>
</tbody>
</table>

From Table 1, Pearson’s correlation coefficient of determination was used to determine if there is any relationship between gender and job performance. Here, the job performance of male and female respondents was analyzed. The result revealed that there exists a negative relationship between the two variables ($r = -0.211; r² = 0.045$). This means that gender is inversely related with job performance among the heads of sections of the libraries in Delta State. An increase in one is associated with decrease of the other variable.

**Research question 3:** What is the relationship between work experience and job performance of the sectional heads of libraries in Delta State, Nigeria?

The data in Table 3 was used to answer this question.

In order effectively carry out this analysis, the job performance of librarians who have less than 15 years’ experience and librarians who have above 15 years’ experience was tested using the Pearson correlation.

<table>
<thead>
<tr>
<th>Table 2: Pearson’s correlation of determination of the relationship between Gender and job performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Variables</strong></td>
</tr>
<tr>
<td>Male</td>
</tr>
<tr>
<td>Female</td>
</tr>
</tbody>
</table>

From Table 2, Pearson’s correlation coefficient result for work experience and job performance was determined. Here, the job performance of respondents with less than 15 years’ work experience and respondents with above 15 years’ work experience was analyzed. The result revealed a weak negative relationship...
between the two variables \((r = -0.184; r^2 = 0.034)\). The result indicates inverse relationship between work experience and job performance among sectional heads of libraries in Delta State.

**Research question 4:** What is the relationship between academic qualification and job performance of the sectional heads of libraries in Delta State, Nigeria?

The data in Table 4 was used to answer this question.

In order to effectively carry out this analysis, the job performance of librarians who have just first degree and librarians who have higher degrees was tested using the Pearson’s correlation.

From Table 4, the Pearson’s correlation coefficient result for educational qualification and job performance was determined. Here, the job performance of respondents with first degrees (B.Sc.) and respondents with higher degrees (M.Sc. and Ph.D.) was analyzed. The result revealed that there is a weak negative relationship between the two variables \((r = -0.037; r^2 = 0.001)\). This means increase in educational qualification would lead to decrease in job performance of sectional heads of libraries in Delta State and vice versa.

**Table 4: Pearson’s correlation of determination of the relationship between Educational qualification and job performance**

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>R</th>
<th>(r^2)</th>
<th>(r^2)%</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Degree</td>
<td>11</td>
<td></td>
<td>-0.037</td>
<td>0.001</td>
<td>Low Negative</td>
</tr>
<tr>
<td>Higher Degree</td>
<td>14</td>
<td>-0.037</td>
<td>0.001</td>
<td>0.1</td>
<td>Correlation</td>
</tr>
</tbody>
</table>

**Discussion**

The results of this study showed a weak negative relationship between age and job performance of the heads of section of the libraries in Delta State, Nigeria. This means that an increase in one variable causes a weak decrease in the other. The findings of this study corroborate the results of Ng and Feldman (2008) where age was found to have a weak negative relationship with employee performance.

There was a weak negative relationship between gender and job performance of the sectional heads of libraries studied. This finding is not consistent with that of Odhiambo., Gachoka, and Rambo (2018) who discovered that gender diversity influenced the performance of employees positively in public universities.

The study revealed a weak negative relationship between work experience and the heads of sections of libraries. This result corroborates the results of Omolayo and Omole (2013), who did not find a significant main effect of seniority on job performance of university employees.

A negative weak relationship was found between academic qualification and job performance of the sectional heads of libraries. This result corroborates the results of Omolayo and Omole (2013), who did not find a significant main effect of educational qualifications on career performance of university staff.

**Conclusion**

Academic libraries’ sectional heads offer direction, inspiration, and motivation for reaching objectives. They assist in establishing a vision and bringing their staff together under a single banner. They are equipped with the knowledge and abilities needed to make wise decisions and effectively resolve issues. Hence, demographics variables should be well...
considered in their appointment since these factors like age, employment history, educational attainment, and gender each have unique effects on how well they perform their jobs in the library. Specifically, the study has established that there is a significant relationship between job performance and gender, a significant relationship between age and job performance, there is significant relationship between work experience and job performance, and a significant relationship between academic achievement and job performance has been established.

The study recommends thus:
1. The university management should consider the age-range of staff when appointing sectional heads and ensure that staff who are mature to handle sensitive section of the library are handed the responsibility.
2. The University library management must consider experience hands when appointing sectional heads.
3. When considering gender in the appointment of unit heads, the University library management should consider putting the round peg in the round hole.
4. The University management should consider educational qualification as a critical factor for the appointment of sectional heads.

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