



**SELF-ESTEEM AS A CORRELATE OF JOB PERFORMANCE OF LIBRARIANS IN  
FEDERAL UNIVERSITIES SOUTH-EAST NIGERIA**

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**ABSTRACT**

*This study examined librarians' self-esteem as a correlate of their job performance in federal university libraries in South-East, Nigeria. Two research questions guided the study, and two null hypotheses were tested at a 0.05 level of significance. Correlational survey research design was adopted for the study. The population for this study comprises of 154 librarians from the five federal university libraries in South-East, Nigeria. Librarians' Self-Esteem Questionnaire (LSQ), and Librarians' Job Performance Questionnaire (LJPQ) were instruments used for data collection. The instrument was content validated by three validates. The reliability coefficient of 0.60 and 0.90 were obtained respectively for the LSQ and LJPQ. Data was collected through direct delivery approach. The research questions were answered using Pearson Product Moment Correlation Coefficient (Pearson  $r$ ). The hypotheses were tested at 0.05 level of significance using  $t$ -test coefficient values. Findings from the study revealed among others that; a very low positive relationship exist between librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria. There is no significant relationship existing between librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria. Implications were stated and it was recommended among others that the government through its ministry of education should provide incentives for librarians and further ensure that librarians and library organizations due for promotion should be promoted accordingly.*

**Keywords:** Self-esteem, Job Performance, Librarians, Universities Libraries

**Introduction**

Job performance of librarians in university libraries has become increasingly significant,

this is because they desire to achieve optimal level of productivity in their jobs but this seems to be dwindling. More so, it has been



observed that the library as an entity has been faced with daunting challenges through the process of service delivery. This tend to be caused by the level of self-esteem and job motivations among librarians, as it also influences their job performance in the library. A library is a collection of hard and soft information materials organized for use to meet the information needs of its patrons. As an independent institution, the library provides information to its users as the need arises. This information provided in university libraries could be related to different spheres and works of life.

According to Okeke (2021), a library is a social institution meant to collect, organize, store and disseminate information materials to its patrons. Buttressing further, the Nigeria National Policy on Education document, Federal Republic of Nigeria (2014) stated that the library is the heart of educational enterprise, and therefore has become a platform for sharing knowledge aimed at rejuvenating Nigerian educational system through the provision of current books, journals and other information resources. In the opinion of Ifidon (2017), libraries are established for the purpose of serving readers with various levels of experience. It supports the activities of the parent institution in ensuring effective collection, processing, organization and utilization of bibliographic and electronic information resources necessary for an academic and research work. Libraries can be categorized thus; academic library made up of university and college libraries, public library, research library, private library, special library and national library. However, the university library is

managed by librarians who through their expertise make the library functional and receptive for users. In the context of this study, university library which is part of academic library will be examined.

According to American Library Association (2020), a librarian is a trained professional who work in a library and is responsible for managing and organizing the library collection, providing reference and research assistance to library users and providing library services and resources to the community. Also, the International Federation of Library Associations and Institutions (IFLA, 2019) defined a librarian as one who works in the field of library and information science. They serve in different sections with some specific or generic roles which are cataloging, collection development, digital preservation, and information managers. Experienced librarians are trained professionals who carry out the activities of the library in a special way in order to meet up with the needs of the library users. Furthermore, librarians are individuals that have undergone a four (4) year academic programme in Library and Information Science (BLIS). Also, one with first degree in any discipline and a Masters Degree in Library and Information Science (MLIS) could qualify as a librarian.

University library, according to Association of College and Research libraries (ACRL, 2016) is the central resources for students, faculty and staff at a university providing access to a wide range of information resources and services to support teaching, learning, research and scholarship.



University library typically offers a broad collection of books, journals, databases, and other materials in both physical and digital formats as well as a variety of specialized collections that may include rare books, archives and special collection. The university library is the centre of academic excellence in any academic institution, neither the classroom nor the lecture room can take the place of the university libraries. It is the academic soul of institution of higher learning, and no higher institution can achieve its academic height without the university library. This commensurate with the job performance of staff in the university environment.

Librarian's job performance refers to the extent to which a librarian effectively performs his job duties and responsibilities such as selecting, organizing and managing library resources, providing assistance to library users and maintaining an organized and accessible library space (Bassaller & Kammeraad, 2016). In the same vein, Wiggins (2016) described librarian's job performance as encompassing not only the technical skills required for the job, such as cataloguing and classification but also the ability to communicate effectively with library users and colleagues, develop and implement library programme and services and stay current with advances in library science and technology. Librarian's job performance is often evaluated based on a combination of quantitative and qualitative measures, including circulation and user statistic, user feedback and observation of librarian's interaction with library users. In this regard, the Librarians Registration

council of Nigeria (2014) opined that the performance of library personnel can be viewed in terms of competencies and skills which the library personnel should possess and demonstrate in discharging their duties, these competencies include cognitive ability, practical skills, motivation, ability and work environment. Generally, societal progress would not fully be attained unless performance is high and workers are satisfied.

In fulfilling the objectives of effective and efficient job performance of librarians, certain factors such as self-esteem could influence job performance among librarians in federal universities in South-East Nigeria. Self-esteem according to Funk and Wagnalls (2015) is referred to as when one has a good opinion of oneself, it is the way people think about themselves and how worthwhile they feel. The concept of "self-esteem" mirrors a person's overall emotional assessment of his or her value, it is a self-judgment as well as a mindset towards self and the summation of self - confidence or a feeling of individual capability and self-respect (Branden, 2016) it exists as a result of the implicit judgment that every individual has the aptitude to face life challenges, to comprehend and solve problem and their right to attain contentment and be given respect. According to Oyewole and Popoola (2013), self-esteem which is the belief a library personnel has about themselves when it comes to performing a particular task may affect their performance. Operationally, self-esteem is a disposition that an individual has which represents the judgment of his own worthiness. Studies of Sciangular and Morty (2014) revealed that



feeling worthless can be depressing and depression can affect ones' job performance. According to Tambor, Terdal and Downs (2016) people who feel worthless, able and competent are more likely to achieve their goals than those who feel worthwhile, ineffective and incompetent. Gereez (2020) asserted that self-esteem and job performance relationship is somewhat like the chicken on the egg analogy. Thus, for a librarian to fully enjoy his job, high level of self-esteem is really needed. Self-esteem therefore refers to how much one values oneself and how important one thinks he is. Good self-esteem helps one to hold one's head high and feel proud of one's self and this is shown in her place of work. It is therefore necessary to study the self-esteem of the library staff and how it affects their works. Nwofor and Nweke (2019) observed that when a person's self-esteem is high, he tends to be more motivated and perform better at his job. Besides the issue of self-esteem among librarians' scholars have demonstrated how significant job motivation is on job performance.

On the contrary, library staff could be classified based on variables like gender. This study will introduce gender as the moderator variable. Gender in this study is the characteristic of being either male or female. In the same vein, librarian's years of experience could determine the level of job satisfaction librarians can have in the job. Years of experience in the context of this study will be categorized as experienced and less experienced. Year of experience in a work place is the years a librarian has spent practicing professionally. It is believed that

the more the years spent in the work place, the more experienced and high level of skills developed. This is in line with Wilson (2015) who stated that the number of years spent in the work place practicing professionally determines his level of job motivation. Also, it could be concluded that the higher the years of work experience the more satisfied librarians could be on the job. This shows that years of experience could be a tool librarians' job motivation.

Having pointed these out, Soenanta, Akbar and Sariwulan (2020) were of the opinion that, when a worker has a low level of commitment to the organization, he or she will tend to have low output and consequently, the proceeds of an organization will be affected. In terms of organizational commitment among library personnel, McCormick cited in Oyovwe-Tinuoye and Uwaifo (2022) posited that librarians' level of job performance is meaningfully subjective by career stages, type of library work setting, and the number of dependents, such as conditions of service, physical working conditions, job recognition, job security, promotion and wages. All of these may affect the job performance of librarians in their institutions. In the same vein, Adio and Popoola cited in Oyovwe-Tinuoye and Uwaifo (2022) asserted that the job performance of librarians in evolving countries like Nigeria affects service delivery and consequently affects their job performance. This goes to show that university libraries need knowledgeable, skilled, qualified, effective and highly motivated manpower with very high self-esteem to work and explore library resources



for effectiveness and success. Upon visit to universities under investigation, reports from Unit Heads of some of the university libraries indicate that poor job performance of some librarians exists resulting to inappropriate use of library resources, increase in costs of services and poor achievement of the objective of the university libraries. This could be attributed to poor motivation and low self-esteem of the librarians. This is a worrisome situation which spurs research interest among scholars and other educationists, library administrators and the university management. Hence, there is need to search for possible ways of encouraging librarians' self-esteem and motivation to avoid poor job performance of the librarians in university libraries in the South-East, Nigeria. The absence of this breeds poor performance which raises concern in the present study which examined librarians' self-esteem as correlates of their job performance in university libraries in South-East, Nigeria.

### **Purpose of the Study**

The purpose of the study is to investigate self-esteem and job motivation as correlates of job performance among librarians in South-East Nigeria. In specific terms, this study will determine the:

1. Relationship between self-esteem and job performance of librarians in Federal University libraries in South-East Nigeria.
2. Relationship between self-esteem and job performance of male and female librarians in Federal University libraries in South-East Nigeria.

### **Research Questions**

The following research questions guided this study.

1. What is the relationship between librarians' self-esteem and job performance in Federal University libraries in South-East Nigeria?
2. What is the relationship between self-esteem and job performance of male and female librarians in Federal University libraries in South-East Nigeria?

### **Hypotheses**

The following null hypotheses was tested at 0.05 level of significance.

**HO1:** There is no significant relationship between librarians' self-esteem and job performance in Federal University libraries in South-East Nigeria.

**HO2:** There is no significant relationship between self-esteem and job performance of male and female librarians in Federal University libraries in South-East Nigeria.

### **Review of Related Literature**

Self-esteem as noted by Ogunyemi (2022) is a personal judgement of worthiness that is expressed in the attitudes that individuals hold toward themselves. Furthermore, it was stated that, self-esteem is a subjective experience that the individual conveys to others by verbal reports and other overt expressive behaviour. It is the extent to which individuals believe in themselves. In the same vein, Okonkwo (2021) described self-esteem as a person's overall sense of self-worth or personal value. In a similar vein, Ogunyemi (2022) described self-esteem as individuals' sense of their value or worth, or





the extent to which people value, approve of, appreciate, prize, or like themselves. Butressing further, Ahmed (2016) defined self-esteem as cause to evil and good, depending on the balance of the self-esteem itself either high or low. Self-esteem has also strong relation with happiness and low self-esteem leads to depression. Operationally, self-esteem in the context of this study will be measured as the amount of librarians' belief in themselves, and also on the extent to which they believe themselves to be capable, significant, successful and worthy.

Self-esteem is a psychological concept that emerged in literature in 1890 by William James who wrote; The principles of psychology (Mruk, 2006). Branden (1992), a popular psychotherapist, defined self-esteem a number of years ago as the willingness to experience oneself as being capable to handle with the basic issues of life and of being worthy of happiness (Oyovwe-Tinuoye and Sambo, 2020). Furthermore, self-esteem is defined as when one has a good opinion of oneself. Self-esteem is the way people believe about themselves and how useful they feel. Smith and Mackie cited in Oyovwe-Tinuoye and Sambo (2020) opined that self-esteem indicates the level to which someone perceives himself or herself; is the positive or negative assessment of the self, as in how we feel about self. They believe that self-esteem is the assurance in our aptitude to think, to deal with vital difficulty of life and self-confidence in our right to be triumphant and happy, the feeling of being worthy, deserving, entitled to avow our needs and wants and to enjoy the fruits of our labour.

Self-esteem cuts across all age brackets, starting from infants to late adulthood; it is the totality of one's self-evaluation (Eremie and Chikweru, 2015). Leary and MacDonald (2005), described self-esteem as the evaluation and experience related to self-value, the perception of self-ability as well as the acceptance of the whole self, which an individual obtains during the process of socialization. According to Ghorbanshrodi (2012), self-esteem is an individual's feelings, thoughts and evaluations of his abilities in social, educational, familial and body image domains. Evidences abound that a person with high self-esteem has a high level of mental health and self-harmony as revealed by Peng; Cheng, Chen and Hu (2013), such person feels more competent; more confident; has more active engagement in daily activities, is more productive, tends to exhibit optimistic attitudes and sound psychological health. Furthermore, such a person according to Eremie, and Chikweru (2015), has self-direction, non-blaming others, demonstrates personal strength, ability to solve problems and ability to control emotions). On the other hand, a person with low self-esteem often feels desperate; inferior; hopeless, unhappy and may get neurosis, depression and high suicidal ideation. Writing on the importance of Self-esteem Cherry (2019) states that it can play a significant role in one's motivation and success throughout life noting that low self-esteem may hold one back from succeeding at school or work because he does not believe himself to be capable of success. By contrast, having a healthy self-esteem can help you achieve because you navigate life with a



positive, assertive attitude and believe you can accomplish your goals.

Librarians' self-esteem should be the confidence librarians have in their individual capability to influence library users and other stake-holders. In fact, this is considered as one of the key motivational beliefs that can influence professional librarians' behavior and the use of the libraries. According to Tschannen-Moran and McMaster (2009), a growing body of empirical evidence supports Bandura's (1982) theory which if related to librarianship implies that self-esteem should be the efforts librarians invest in serving the library users, the goals they set, their persistence when things do not go smoothly and their resilience in the face of setbacks. In their contributions in affirmation of the above declaration, Skaalvik and Skaalvik (2010) and Klassen, et al (2011), emphasized on the importance of workers' self-esteem and its association with the work they do and their outcomes. These outcomes they highlighted to include; behavior at their place of work and effort; their openness to new ideas and willingness to try new methods; their planning and organizational competence, commitment and enthusiasm to carry out their assigned responsibilities as well as, their perseverance in their chosen career. Furtherance, self-esteem has been shown to influence workers' motivation, job performance and achievements (Skaalvik and Skaalvik, 2010).

Self-esteem is essential in human life. It boosts confidence, optimism, and benevolence in persons and helps them to attain their goals. It promotes ambitions to

attain diverse tasks and objectives in routine business (Branden as cited by Shah and Mahmood, 2013). Self-esteem has amazing impact of knowledge management attempts. Seonghee and Boryung (2018) in their investigation of faculty attitudes toward knowledge sharing and collaboration, proved a significant relationship between self-esteem, knowledge sharing and collaboration. Tella and Ayeni (2016) found that self-esteem compels librarians to keep trying to accomplish their goals and make good decisions that translate into meaningful achievements; they choose to carry out more difficult tasks and are more creative. Nwofor and Nweke (2012) asserted that when an individual's self-esteem is high, he/she tends to be motivated and performs his/her job or task better. Schwarzer and Schmitz (2015) studied the success of women in non-traditional business and found that self-esteem has a predictive power in assessing performance. Studies have also demonstrated the way low self-esteem can create difficulties in other areas of a person's life beyond body dissatisfaction (Henry, Anshel and Michael, 2016). Other studies showed that low self-esteem is associated with greater feelings of ineffectiveness, interpersonal distrust, and difficulties with identifying emotions. When individuals exhibit traits of low self-esteem, it affects performance at work.

On the factors contributing to self-esteem, Skaalvik and Skaalvik, (2010) discovered that teachers' self-esteem levels correlated negatively with time pressure, but correlated positively with feelings of autonomy. The implication is that a feeling of autonomy by a



worker enhances his/her self-esteem while time pressure has negative influence on self-esteem. Penrose, Perry and Ball (2007), found a link between emotional intelligence and self-esteem but their regression analysis revealed that neither gender nor age moderated this relationship, however, length of working experience and current status added significant direct effects on predicting a workers' self-esteem but did not moderate the relationship between emotional intelligence and self-esteem. Klassen et al. (2011), in their study stated that little is known on the sources of self-esteem and that insufficient attention has been paid to this subject but they found a good number of research works on the benefits and contributions of self-esteem to students' academic outcomes and teachers' burnout with few studies that explored the variables that predicts self-esteem.

According to Al-Omari and Okasheh (2017), job performance is defined as behaviours or activities that are performed towards accomplishing the organization's objectives. Job performance has been seen as a very considerable factor influencing profitability of any organization. Job performance is important in any organization, as employee performance leads to success. In the opinion of Calsikan and Pakkan (2017), job performance is an activity that has a certain purpose and is obtained after a planned activity and determines the result quantitatively or qualitatively. In the same vein, job performance is the definition of where employee or group performing activity can reach or what it can achieve about the intended goal related to that activity, quantity

and quality. Performance has been further defined as the difference between an organization's actual output and expected outcome such as goals and objectives. Furthermore, Market Business News (2019) defined job performance to involve analysing a company's performance against its objectives and goals. It is the comparison of actual results or outputs to expected results. It also has to do with how successfully an organization of an individual progress in a job. Operationally, librarians job performance is the output resulting from a given resources input at a given time. The job performance of librarians can be measured in terms of the quality of their service delivery, the performance may be high or low depending on their input.

Job performance refers to the degree of accomplishment of the work activities carried out by the worker towards the achievement of organizational goals. Ubagu and Gbuushi (2020) stated that employees will put in their best in performing their jobs if they are motivated. Furthermore, Silva and Borsato (2017) stated that job performance has become one of the significant indicators in managing organizational performance. Moreover, a growing emphasis has been given at the employee's process overall performance as a source of competitive advantage to sell responsiveness in enhancing standard organizational effectiveness. Moreover, Kibichii, Kiptum and Chege (2016) contended that training outputs ought to emphasize performance, not just learning, which is the employer's expectations from training.





Job performance is the ability to carry out statutory duties and functions which are based on the field of specialization or areas of development as well as an organization's objectives. According to Villamova, Austin and Borman cited in Ikonne and Fajonyemi (2019), 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 the library is geared towards meeting not only the users' information needs but also it is a basis or the criteria for promoting staff.

Low performance is generally observed as a major problem that presently thrives in many organizations particularly in the developing countries. Some scholars (Suleiman, 2013; Yamoah, 2013) investigated what constituted low productivity among workers in different organizations. The results of their findings showed that majority of the employees had issues with their organizations ranging from perceived problem of inadequate attention to their basic needs by the organization and feelings of being marginalized, unfair treatment by their employers. Some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity. The public university libraries in Nigeria cannot be isolated from these ugly

phenomena as it is generally observed that the level of productivity in most public university libraries today is low due to job dissatisfaction of its personnel especially the librarians (Babalola and Nwalo, 2013).

Some parameters have been given to measure performance; quality and quantity, speed and accuracy, creativity and innovation, risk taking and skill for future development. Upev, Chorun and Idachaba (2015) reported that the indicators for job performance include effectiveness, innovation, job skill, efficiency, work relationships, communication, decision-making and value. Amusa, Iyoro and Ajani (2013) drove this point home further when they argued that in measuring the job performance of library personnel, the indicators to be considered include: professional practice, contribution to the overall development of the library, ability to work with co-workers, punctuality at work, ability to attend promptly to request from client's communication skills and meeting minimum requirements for promotion that is research publication.

According to Leysen and Boydston cited in Adekanye and Nduka (2017), job performance is basically how people feel about their jobs and different aspects of their jobs and it is the extent to which people like (performance) or dislike (performance) their jobs. Job performance relates to employees' reaction and perception about their job responsibility and expectation regarding organization's feedback to what they have done. As consequence, employees' job performance connects with the pleasure and contentment that they receive from their job



and organization as well. Diaz-Serrano and Cabral Vieira (2015) defined the concept about job performance as the overall feeling or emotional expression that would influence employees' decision to stay or to leave a job and move to another job more satisfying to them (Gazioglu and Tansel, 2016).

In a study conducted by Bamigboye, Buraimo and Ajani (2018) job satisfaction and performance of academic librarians in Nigerian Universities in Southwest Nigeria revealed that the higher the education the more the job becomes satisfactory. The study also shows that the status of an academic librarian is greatly influenced by the welfare package receives from the institutions could affect the job performance of an academic librarian most especially the one with low status. Similarly, Adekenye and Nduka (2017) investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria, findings shows that there was a moderate level of job performance among the library personnel and there was also a high level of job performance among the library personnel. In addition, Adeyenka and Nduka (2017) conducted a study to investigate job performance among librarians serving in Nigerian libraries, results shows that some librarians working in Nigeria libraries are highly satisfied with their nature of work, while some other librarians sampled were dissatisfied with supervision, benefits, promotion policy, salary structure, and management policy.

In a broader view, Hakala cited in Ikonne and Fajonyomi (2020) identified twelve (12)

effective ways to measure job performance. These include: Creativity: It can be difficult to quantify creativity as a performance indicator, but in many whitecollar jobs, it is virtually important. Supervisors and employees should keep track of creative work examples and attempt to quantify them.

Adherence to Policy: This may seem to be the opposite of creativity, but it is merely a boundary on creativity. Deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.

Quantity: The number of units produced, processed or sold is a good objective indicator of performance. In libraries for example in the Technical Services Division, quantity will be looked at in the number of information resource materials that are processed (catalogued and classified and sent to the shelf for use by users). The quantity of information material (print and non-print) that a cataloguer processed will be used in measuring his performance at work

Personal Appearance: Most people know how to dress for work, but in many organizations, there is at least one employee who needs to be told. Examples of inappropriate appearance and grooming should be spelt out, their effects upon the employee's performance and that of others explained and corrective actions defined.

Quality: The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator. In



a sales environment, the percentage of inquiries converted to sales is an indicator of salesmanship quality. To be able to access job performance, it is necessary sometimes to specify the quality and quantity of work which should be attained by holders of certain job description. However, it will not be easy to use criterion of 'quality' of job done within a time limit because teaching-learning activities are complex and therefore beyond time and quality limitations (Onaigho and Ekpenyong, 2011)

**Absenteeism/Tardiness:** An employee is obviously not performing when he or she is not at work. Other employees' performance may be adversely impacted by absence, too.

**Timeliness:** How fast work is performed is another performance indicator that should be used with caution. In field service, the average customer's downtime is a good indicator of timeliness.

**Cost-Effectiveness:** The cost of work performed should be used as a measure of performance only if the employee has some degree of control over costs.

**Self-Appraisal:** The employee appraises his or her own performance, in many cases comparing the self-appraisal to management's review. Often, self-appraisals can highlight discrepancies between what the employee and management think are important performance factors and provide mutual feedback for meaningful adjustment of expectations.

**Peer Appraisal:** Employees in similar positions appraise an employee's performance. This method is based on the

assumption that co-workers are most familiar with an employee's performance. Recently, peer appraisal has expanded to white-collar professions, where soft criteria such as "works well with others" can lead to ambiguous appraisals. Peer appraisals are often effective at focusing an employee's attention on undesirable behaviours and motivating change.

**Manager Appraisal:** A manager appraises the employee's performance and delivers the appraisal to the employee. Manager appraisal is by nature top-down and does not encourage the employee's active participation. It is often met with resistance, because the employee has no investment in its development.

**Assessment Centre:** The employee is appraised by professional assessors who may evaluate simulated or actual work activities. Objectivity is one advantage of assessment centre, which produces reviews that are not clouded by personal relationships with employees.

According to Tetteh, Mohammed and Azumah (2017) employees seek pay systems that might be perceived as simple, unambiguous, and in line with their expectations. It is likewise vital to make sure that the prevailing pay in libraries or other information establishments is considered in determining the pay structure in their organization in order to improve job performance. According to Daship cited in Ubagu and Gbuushi (2020) good salary packages, adequate allowances, and bonuses are identified as strategies for improving the job performance of university library



personnel in Nigeria. On the effects of job motivation on staff productivity/performance at the Francis Suleiman Idachaba Library, University of Agriculture Makurdi a study was carried out to examine the impact of motivation on staff performance and productivity in the University Library. The target population was 86 para-professional staff. The sample of 86 respondents was determined using the census method. A structured questionnaire and interview tools were administered on the 86 respondents from where 72 copies were retrieved. The study used simple percentages and frequency distribution tables to analyze data. The result revealed both the factors and the degree of impact in the following descending order: participation in decision making, job security, challenging work assignment, monetary reward, and job incentives. It was obtrusive that their productivity changed into at its lowest level as further inquiry discovered that other than the mass retrenchment of team of workers in 2004, most effective three (4.2%) of the staff were subsidized for schooling among 2004-2011.

### Research Method

This study adopted a correlational research design. Correlational survey design is suitable for this study because it will enable the researcher to determine the nature of the relationship that exist among the variables in the study. This study was carried out in South-East Nigeria, which is made up of Anambra, Imo, Abia, Ebonyi and Enugu States. South-East is chosen because they started library development early in Nigeria. This was propelled by the peoples' high regard for storage and retrieval of

information. The population of this study comprises of 154 Librarians which includes, 32 librarians from Nnamdi Azikiwe University Library, 24 Librarians from Michael Okpara University library, 44 Librarians from University of Nigeria, Nsukka Library, Nsukka, 8 Librarians from Alex Ekwueme Federal University Library, Ebonyi state, 46 Librarians from Federal University of Technology, Owerri library. There was no sampling due to the manageable sample size of the population. According to Agu (2014) when the population is small, the entire population will be used for the study. This study used questionnaires to elicit data from the respondents. Three questionnaires titled "Librarians' Self-Esteem Questionnaire (LSQ)", and "Librarians' Job Performance (LJP)" respectively were used to collect the data. For effective face validity, the instrument was given to three experts. Two of them were two from the Department of Library and Information Science and one from Measurement and Evaluation Unit of the Department of Educational Foundations all form Faculty of Education, Nnamdi Azikiwe University, Awka. In order to determine the reliability of the instrument, a pilot test was conducted by administering 20 copies of each of the instrument to librarians at Delta State University library Abraka in South-South, Nigeria, which is not part of the study area. Internal consistency of the instrument was determined using Cronbach Alpha statistics. The reliability coefficient of 0.60 and 0.90 were obtained respectively for the LSQ and LJPQ. The researcher personally visited the university libraries and administered the questionnaire with the help



of five research assistants in each of the university library. The data collected for the study was analyzed using descriptive and inferential statistics. The Pearson Product Moment Correlation Coefficient *r* and multiple regression analysis was used to analyze the data collected.

**Presentation of Results**

**Research Question 1:** What is the relationship between librarians’ self-esteem and job performance in Federal University libraries in South-East Nigeria?

**Table 1: Pearson *r* summary on the relationship that exists between librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria**

Source of Variation	N	Librarians’ self-esteem <i>r</i>	Librarians Job-Performance <i>r</i>	Remark
Librarians’ self-esteem	154	1.00	0.05	Very low positive relationship
Librarians’ Job-Performance	154	0.05	1.00	

In Table 1 it was reported that a very low positive relationship of 0.05 exist between librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria.

**Hypothesis 1:** There is no significant relationship between librarians’ self-esteem and job performance in Federal University libraries in South-East Nigeria.

**Table 2:** linear regression summary on the relationship between librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria.

N	Cal. <i>r</i>	df	Cal. <i>t</i>	Alpha value	Pvalue	Remark
154	0.05	152	0.367	0.05	0.716	NS

NS = Not significant

Table 2 reveals that at 0.05 level of significance and 152df, the calculated *t* 0.367 with Pvalue 0.716 which is greater than 0.05, hence the first null hypothesis is accepted. This goes to show that there is no significant relationship existing between librarians’ self-

esteem and their job performance in Federal University libraries in South-East Nigeria.

**Research Question 2:** What is the relationship between self-esteem and job performance of male and female librarians in Federal University libraries in South-East Nigeria?





**Table 3:** Pearson r summary on the relationship that exists between male and female librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria.

	Source of Variation	N	Librarians’ self-esteem r	Librarians Job-Performance r	Remark
Male	Librarians’ self-esteem	82	1.00	0.53	Moderate positive relationship
	Librarians’ Job-Performance	82	0.53	1.00	
Female	Librarians’ self-esteem	72	1.00	0.06	Very low positive relationship
	Librarians’ Job-Performance	72	0.06	1.00	

In Table 3 it was reported that a moderate positive relationship of 0.53 exist between male librarians’ self-esteem and their job performance, while a very low positive relationship of 0.06 exist between female librarians’ self-esteem and their job

performance in Federal University libraries in South-East Nigeria.

**Hypothesis 2:** There is no significant relationship between self-esteem and job performance of male and female librarians in Federal University libraries in South-East Nigeria.

**Table 4:** linear regression summary on the relationship between male and female librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria

	N	Cal. R	df	Cal. T	Alpha value	Pvalue	Remark
Male	82	0.53	80	0.630	0.05	0.532	NS
Female	72	0.06	70	2.578	0.05	0.016	S

NS = Not significant; S = significant

Table 4 reveals that at 0.05 level of significance and 80df for male librarians and 70df for females, the calculated t 0.630 for male librarians, t 2.578 for female librarians, with Pvalue 0.532 which is greater than 0.05 for male librarians, hence it is not significant for male librarians, while it is significant for female librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria.

**Discussion of Results**

The findings of this study revealed that a very low positive relationship exist between librarians’ self-esteem and their job performance in Federal University libraries in South-East Nigeria. More so, a moderate positive relationship exists between male librarians’ self-esteem and their job performance, while a very low positive relationship exists between female librarians’ self-esteem and their job performance in Federal University libraries in South-East



Nigeria. In the same vein, a moderate positive relationship exists between experienced librarians' self-esteem and their job performance, while a high positive relationship exists between less experienced librarian's self-esteem and their job performance in Federal University libraries in South-East Nigeria.

The study aligns with Oyovwe-Tinuoye and Sambo (2020), who found that a significant relationship existed between self-esteem and job satisfaction of librarians in the university libraries in Southern Nigeria. It was also found that self-esteem influences job satisfaction among librarians. Since self-esteem had an influence on job satisfaction, management of universities in South-Eastern Nigeria should endeavor to send staff on courses on self-esteem and workshops on current trends in librarianship both in Nigeria and abroad in order to increase their job satisfaction.

Result relating to the corresponding hypotheses revealed that there is no significant relationship existing between librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria. Also, there is no significant relationship for male librarians, while it is significant for female librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria. There is a significant relationship between experienced and less experienced librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria.

This conforms to the study of Onwubiko (2020) which found that self-esteem shows significant relationship with social maladjustment, which also embodies job performance in the workplace. This finding is in agreement with Nwosu, Ugwoegbu and Okeke (2013) where it was reported that there is a relationship between self-esteem, motivation and task performance of professional and para-professional librarians in university libraries in Nigeria. The findings showed that professional librarians have high self-esteem as compared to the para-professionals' low self-esteem. This notwithstanding, there is no appreciable relationship or correlation existing between their self-esteem, levels of motivation and task performance.

### **Conclusion**

It was concluded that a very low positive relationship exists between librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria. Also, a moderate positive relationship exists between male librarians' self-esteem and their job performance, while a very low positive relationship exists between female librarians' self-esteem and their job performance in Federal University libraries in South-East Nigeria.

### **Implication of the Study**

In policy formation, education authorities and administrators of universities may see the need for libraries to be equipped with the necessary tools both materials and intellectual to enable them render services in libraries. These tools could cut across librarians' self-esteem, job motivation which



in turn makes their job performance. Similarly, in the area of practice, librarians will see the need to partake in career development programmes such as workshops, conferences and workshops which deliberates on issues cutting across staff motivation and job satisfaction. Through this, they will improve on related activities increase their motivation and job performance ultimately raising commitment among librarians in university library.

### Recommendations

1. This study recommends that the job motivation and job performance need of librarians among others employees should be continually addressed.
2. This study recommends that the government through its ministry of education should provide incentives for librarians and further ensure that librarians and library organizations due for promotion should be promoted accordingly.

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