

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

2021

WORK ENVIRONMENT AND JOB PERFORMANCE OF LIBRARIANS IN FEDERAL UNIVERSITY LIBRARIES IN NORTH-EAST NIGERIA

Oluwafemi Joseph Fajonyomi Mr
University of Ilorin, fajonyomifemi1@gmail.com

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>

Fajonyomi, Oluwafemi Joseph Mr, "WORK ENVIRONMENT AND JOB PERFORMANCE OF LIBRARIANS IN FEDERAL UNIVERSITY LIBRARIES IN NORTH-EAST NIGERIA" (2021). *Library Philosophy and Practice (e-journal)*. 6009.

<https://digitalcommons.unl.edu/libphilprac/6009>

**WORK ENVIRONMENT AND JOB PERFORMANCE OF LIBRARIANS IN FEDERAL
UNIVERSITY LIBRARIES IN NORTH-EAST NIGERIA**

By

FAJONYOMI, O.J
University library
University of Ilorin
fajonyomifemil@gmail.com

Abstract

Librarians' performance is getting tasks and duties assigned completed at the expected time, in an effective and efficient manner. Librarians' performance seems to be low in the libraries located in North-East Nigeria where they work. The work environment is the physical environment which staff work in to accomplish tasks assigned. . Literature has not been established on how work environment influences job performance of librarians in North-East Nigeria Federal University libraries. . It is on this premise that this study aimed to find out the influence of work environment on job performance of librarians in Federal University Libraries in North-East Nigeria. A survey research design was used in this research. The population of the study was 275 librarians from the six Federal University libraries in North-East Nigeria. The total enumeration technique was employed. A validated self-constructed structured questionnaire was used for data collection. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.92 to 1.00. A response rate of 61% was achieved. Data collected was analyzed using descriptive and inferential statistics. The findings revealed that work environment ($R^2=.0013$, $\beta= 0.115$, $t(164) =6.264$, $p>0.05$). The findings also showed a moderate level of job performance (mean= 2.80 on a five-point scale), where ventilation (Mean = 2.42) being prevalent in work environment. The study concluded that work environment indicators for the study did not influence the job performance of librarians. Therefore, it is recommended that librarians should be encouraged to perform more and the work environment be made conducive where necessary by the University Librarian and the University Management.

KEYWORDS:

Job, performance, work, environment, librarians

Introduction

Organizations are established with the primary purpose of fulfilling certain objectives (s) or goal(s) through an effective blend of both human and material resources. The managers of any organization or institution desire effective and efficient productivity from the staff; the reason being that the best thing to happen to any organization big or small is the attainment of set goals and objectives. This, in most cases, is reflected in the increase in the level of productivity through effective and efficient job performance. Academic libraries in Nigerian universities have been making a significant contribution to the mandate of their parent institution, which is, teaching, research, and community services geared towards the social, political, and economic development of the country. These libraries provide bibliographic and user services to staff, students, and the immediate communities of their respective institutions, which is significant and crucial to the attainment of the institution's academic, intellectual, and other interests of its staff and students. This position is supported by Adeniran (2010) who asserted that academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers. They provide vast information resources and services which support the curriculum of these institutions. These libraries have two main complementary purposes which are; supporting curriculum and research of faculties and students. Library, therefore, is of uttermost importance in any learning institution and community. Libraries are structures in which information materials (print and non-print) are stored, but these structures need people to render the services. The people who perform these library services are called librarians.

Librarians undergo training through library schools and perform activities of both technical (acquisition, cataloging, and classification) and user services (referencing, response to users queries, education, and Selected Dissemination of Information) needs of faculties, students, and communities. Librarians give guidance on information literacy. The roles of Librarians' are continually evolving to meet the social and technological needs of their users. A librarian provides other forms of information services, including information literacy instruction, ICT provision, and training, hosting community groups public programs, providing access to technology for people who are physically impaired, and offering assistance in gaining access to community resources (Ikonne & Fajonyomi, 2019). For university education to make a significant impact on national development, its teaching methods must be effective and in line with the 21st-century instructional

delivery; its research has to be relevant to the national development; its results have to be disseminated to both government and industries; and its services have to be efficient and effective (Ukachi, 2013). This statement gives credence to the submission of Chowdhury (2001) who maintained that the academic library is essentially aimed at capturing and holding the interest of the academic communities by producing intelligent users of all types of documents, and by cultivating in users an appreciation of libraries as academic institutions. The academic library provides essential reading materials and documents for research, being the nerve center of the university. Specifically, an academic library is an integral part of a university, administered to meet the information and research needs of its students, faculty, and personnel. In more specific terms, the objectives of an academic library according to Burke (2010) are to: collect and preserve the most up-to-date materials in print and non-print format for teaching, learning, and research consultation services. As part of the library services, the library provides user-oriented services through current awareness. Provide an enabling environment that is accessible by its users, maintain an inter-library co-operation with other libraries within and outside the country, and establish a coherent, consistent library-wide external relations plan that focuses on new and existing services and collections. In meeting the goals and objectives, a proficient and adequate human resource is vital. This is because human beings constitute a vital part of any organization. Thus, they act as building blocks and backbone of any organization, which determines the level of productivity through performance. According to Amusa, Iyaro, and Ajani (2013), library personnel, as human resources in academic libraries, are the activators of functions and services therein, as they possess skills in collection development, technical processing of information sources as well as education and services. In fact, in a typical Nigerian academic library, library personnel are classified into three, namely: professional librarians, who are academic library officers, who are middle-level managers, and others who are library personnel and technical personnel. Fatokun, Salaam, and Ajegbomogun (2010) opined that library personnel is expected to perform some statutory functions to achieve the set objectives of their university library. These functions are what are referred to as job performance.

Job performance is the discharge of statutory duties or functions based on workers' fields of specialization which are geared towards the attainment of the institution's goals and objectives. Harikaran (2015), also defined job performance as the net effect of a person's effort as modified by his/her abilities and traits and by his/her role perceptions. Harikaran further explained that effort

refers to the amount of energy used by an individual in performing task ability while traits are the individual's characteristics, which are used in performing the task. The role of task perceptions refers to the directions in which an individual's characteristics are used in performing the task. From these definitions, job performance can be inferred as the discharge of statutory duties or functions based on library personnel field of specialization which is geared towards the attainment of the library objectives.

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 work/duties. These competencies include cognitive ability, practical skills, general skills, and behavioral attributes. It is on this note that Na'angap (2012) argued that the job performance of library personnel is determined by some factors such as knowledge, skills, motivation, ability, and work environment. The author stressed further that some of the indicators used to measure job performance include quantity, quality, timeliness, creativity. According to Na'angap, criteria like effectiveness on the job, contribution to the library profession, and scholarly contributions are used to measure job performance. Similarly, Hakeala (2008) in Madukoma (2012) and Oketunji (2014) highlighted creative and innovative ability, dependability and timeliness, leadership quality, relationship with co-workers, effectiveness, and efficiency, and team building as the indicators of job performance. All these are in line with the theory propounded by Campbell in 1990 and 1993 on job performance. Shadare and Hammed (2009), also proposed the following parameters to measure performance such as quantity and quality, accuracy and speed, creativity and innovation, risk-taking, and skills for future development. Other parameters according to Coasta (2016), of measuring job performance are quality/accuracy of work, the quantity of work, dependability, attendance/punctuality, communication skills, desire to work as part of a team, compliance with company or institution procedures or policies, progress made towards professional goals and skills in problem-solving. This study will therefore anchor on the following job performance indicators: effectiveness on the job; quality of work output; punctuality and creativity/innovation.

The work environment is seen to be the internal or external surrounding where an individual or individuals perform tasks and duties assigned. This environment plays an important role in the employees' performance. The work environment according to Otuza (2012) in any institution or

organization can be divided into two namely: general work environment and immediate work environment. The general work environment is made up of the total structure of the institution or organization. It tries to highlight institutional policies, aims, and objectives, structure/procedure as pivotal in determining an environment that is conducive and that which is not. Institutional politics, uniqueness, pay package amongst others also make up this environment. The immediate environment, on the other hand, is made up of the employee's immediate office/department where tasks and assignments are carried out. It implies that a well-ventilated, fully air-conditioned room, modern work station, good lightning amongst others can influence the level of performance put in by employees in the institution. Both general and immediate work environments determine the level of performance put in by the staff which translates into a positive or negative job performance output. The study focused on the immediate work environment. The work environment also includes the social interaction, power supply, physical facilities, lighting level, motivation, among others (Babalola, 2012). According to Herzberg (1959), the work a person considers to be significant leads to satisfaction. The workplace or environment can impede or enhance the productivity of librarians whose jobs require comfortable, conducive, and congenial environments

Statement of the Problem

Libraries and librarians perform a fundamental role within the university community by providing information services to their users/clientele within and outside the university community. A preliminary investigation coupled with observation in some Federal University libraries shows that the level of the job performance of librarians in Federal University Libraries in Nigeria is decreasing. Their task performance is not encouraging thereby leading to a demonstration of lack of dedication to assigned duties. The conducive work environment in organizations tends to enhance the job performance of librarians which includes punctuality to the place of work, effectiveness to task, the quantity of work out, and so on. In archiving the job performance of librarians which is on the decline, it is intended that librarians perform their duties in a conducive work environment which is to be provided and put in place by the library management. Observation by the researcher and reports of heads of units in the library indicates that the performance of librarians is on the decline. This is shown by the librarian's attitude to work, where librarians go to work late, reduced quantity of work output, increased friction and so on which may be as a result of a poor work environment. Ademobi and Akintomide (2015) opined that a dissatisfied staff will constitute a nuisance to the organization and this, in turn, will result in low

performance. However, there may not be enough literature on the extent to which the work environment contributes to the low job performance of librarians in Federal University Libraries in North-East Nigeria. Thus, this study seeks to determine the influence of the work environment on the job performance of librarians in Federal University Libraries in North-East Nigeria.

Objectives of the study

1. ascertain the condition of the work environment of librarians in Federal University Libraries in North-East Nigeria
2. determine the influence of work environment on job performance of librarians in Federal University Libraries in North-East Nigeria

Research Questions

1. How conducive is the work environment of librarians in Federal University Libraries in North-East Nigeria
2. What is the influence of the work environment of librarians on the job performance of librarians in North-east Nigeria?

Hypothesis

Ho Work environment has no significant influence on job performance of librarians in Federal University Libraries in North-East Nigeria

Literature Review

According to Villamova, Austin, and Borman (2005) cited Austin et al (1991), job performance is defined as that aspect of work behavior domain that is of relevance to the job and organization success. Jobs performed in the 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 is a basis or criteria for promoting staff. Job performance is a property of behavior or plainly stated as what people do at work (Bullock, 2013). Job performance helps employees understand the expected scope, key responsibilities, required knowledge and skills, and duties of the job and supports equitable evaluation of all employees doing the same job task which facilitates communication between the supervisor and employees regarding job-related activities (Fajonyomi, 2019). To perform is to take

a complex series of actions that integrate skills and knowledge to produce a valuable result (Elger, 2014). How individuals carry out their jobs will determine if it is high or low.

Work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building. The work environment is both the internal and external environment in which employees, staff, or personnel work to perform the duties and responsibilities assigned to them in order to meet the goals and objectives set by the institution or organization. The work environment means everything that forms part of employees' involvement with the work itself, such as the relationship with co-workers and supervisors, organizational culture, room for personal development, etc. According to Parson (2010), many factors can make up one's work environment. These factors include temperature, humidity, heat and cold, ventilation, lighting, vibration, gases, air pressure, and gravity. These are perceived to have an effect on the health, comfort, and performance of the employees and therefore, could be considered as a major source of dissatisfaction in the workplace. Ikonne (2014) citing Occupational Safety and Health Administration (2000) contended that the right work environment factors such as lighting, ventilation, and humidity aid in minimizing users' comfort and performance and at the same time, prevent injury. There are various ways in which the work environment could affect the job performance of librarians. The work environment comprised the totality of forces, actions, and other factors that can affect an employee's activities and performance. The work environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work (Kohun, 1992). Literature from the previous study has it that there is a relationship between working environment and job performance of librarians, for instance, Amusa, Iyaro, and Olabisi (2013) in their study of work environment and job performance found that physical facilities such as academic library tools and equipment are fairly adequate making the work environment more conducive. This is agreed with an earlier study by Chandrasekar (2011) who reported that it is the quality of the workplace environment that affects the employee level of job performance and motivation. Several factors of workplace environment may lead to the level of job performance and one of them is job satisfaction (Shardy & Samsiah, 2008).

Allan (2017), stated that an employee's workplace environment is a key determinant of the quality of their work and their level of productivity. How well the workplace engages an employee impacts

their desire to learn skills and their level of motivation to perform. Skills and motivation level then influences an employee's: error rate, output rate, level of innovation, collaboration with others, absenteeism, and length of service. The work environment is set up so that templates, guides, models, checklists, and other such workplace aids are readily available to help minimize error rates and customer dissatisfaction

Methodology

The study adopted a survey research design which enabled the researcher to collect data from respondents to investigate the influence of the work environment on the job performance of librarians in the Six (6) Federal University libraries in North-East Nigeria. The population used for the study was 275 library staff of the six Federal Universities in North-East Nigeria. The total population of both professional and paraprofessional library staff in the Six Federal University Libraries in North-East is 275 because the population is not very large and believed that using all the respondents provide a diverse response that made the research provide a meaningful contribution, the total number was adopted. The instrument used for this study was a self-structured questionnaire designed by the researcher and was tested for validation and reliability with a Cronbach alpha of 0.98 and 0.92 for both job performance and work environment. The researcher administered the questionnaire with the help of two research assistants from each university who were adequately briefed on the purpose and modalities of the instrument appropriately. However, the researcher couldn't collect all the completed questionnaires as some of the respondents said they needed time to fill the instrument and some were on annual leave or study fellowship. Also, the researcher is based in Ilorin. Therefore, the research assistants volunteered to monitor and collect the completed questionnaire. A total of 275 copies of the questionnaire were administered. After three months, the research assistants sent 205 completed questionnaires. The researcher after careful examination of the completed questionnaire found only 168 that were adequately filled thus they were used for the analysis. The data collected was analyzed using descriptive statistics such as frequency distribution, percentage, mean and standard deviation. Linear regression was used to analyze the hypothesis. The hypothesis was tested at a 0.05 level of significance. The data were entered into Statistical Packages for Social Sciences (SPSS) version 21. The analysis is presented in tables and explained.

Presentation and discussion of findings

Demographic Characteristics of Respondents

Characteristics	Information	Frequency	Percentage %
Gender	Male	83	49.4
	Female	85	50.6
	Total	168	100
Work experience of librarians	Distribution	Frequency	Percentage %
	<5	58	34.5
	6-10	70	41.7
	11-15	28	16.7
	16-20	7	4.2
	21 and above	5	3.0
	Total	168	100
Educational qualification	Distribution	Frequency	Percentage %
	PhD	3	1.8
	MLS/MSc	17	10.1
	BLS/B.Sc/BA	80	47.6
	DLS/Diploma	62	36.9
	HND	6	3.6
	Total	168	100

Table 1 shows that female respondents were slightly more, with a population of 85 (50.6%) than the male respondents who were 83 (49.4%) who participated in the study. This indicates that there are more female employees in the six Federal University libraries in North-East Nigeria than the male employee. The frequency distribution of respondents work experience distribution shows that 58 (34.5%) of the respondents fall between 0-5 years of work experience, 70 (41.7%) were between 6-10 years of experience, 11-15 years of experience were 28 (16.7%), 7 (4.2%) of the respondents had a work experience of 16-20 years and 5 (3.0%) of the respondents fell between 21 and above years of work experience. It is inferred from this that the majority of the respondents of this study had put in 6-10 years of work experience. It also presents respondents' distribution by qualification. The result shows that 3 (1.8%) had a Ph.D. degree, 17 (10.1%) had Masters's Degree, 80 (47.6%) of the respondents had a First degree (BLS/BSc/BA). Also, 62 (36.9%) of the respondents had a Diploma degree and 6 (3.6%) had an HND degree. The majority of the respondents for this study had a first degree.

Table 2: The level of the job performance of librarians in Federal University Libraries is presented in Table 4.2

Dominant Characteristics		VHD	HD	M	LD	VLD	Mea	SD
		5	4	3	2	1	n	
Effectiveness on the job								
1.	Performing duties assigned appropriately	75 (44.6%)	41 (23.4%)	2 (1.2%)	23 (13.7%)	27 (16.1%)	2.98	1.126
2.	Working with others to achieve job duties	85 (50.6%)	18 (10.7%)	-	47 (28.0%)	18 (10.7%)	2.84	1.310
3.	Meeting work schedules on time	96 (57.1%)	23 (13.7%)	-	44 (26.2%)	5 (3.0%)	3.02	1.288
4.	Initiating and prioritizing job duties	70 (41.7%)	17 (10.1%)	-	66 (39.3%)	15 (8.9%)	2.54	1.371
Average mean							2.85	1.27
Creativity/innovation								
5.	Creating new ideas to make performance easy	66 (39.3%)	27 (16.1%)	-	44 (26.2%)	31 (18.5%)	2.68	1.239
6.	Giving fresh approaches to the performance of librarians	80 (47.6%)	14 (8.3%)	-	45 (26.8%)	29 (17.3%)	2.77	1.295
7.	Encouraging librarians to take initiative	84 (50.0%)	27 (16.1%)	1 (0.6%)	35 (20.8%)	21 (12.5%)	2.97	1.221
8.	Adopting new ideas in the library	80 (47.6%)	31 (18.5%)	1 (0.6%)	35 (20.8%)	21 (12.5%)	2.95	1.210
Average mean							2.84	1.24
Punctuality								
9.	Getting to the workplace on time	81 (48.2%)	13 (7.7%)	-	64 (38.1%)	10 (6.0%)	2.66	1.401
10.	Performing duties on time	69 (41.1%)	49 (29.2%)	3 (1.8%)	20 (11.9%)	27 (16.1%)	2.96	1.102
11.	Encouraging others to be punctual to work	82 (48.8%)	16 (9.5%)	4 (2.4%)	33 (19.6%)	33 (19.6%)	2.84	1.301
12.	Stimulating others to complete their job duties on time	87 (51.8%)	14 (8.3%)	-	54 (32.1%)	13 (7.7%)	2.82	1.370
Average mean							2.82	1.29
Quantity of work output								
13.	Completing the task given	79 (47.0%)	24 (14.3%)	-	63 (37.5%)	2 (1.2%)	2.71	1.381

14	Performing job duties of others in their absence	60 (35.7%)	6 (3.6%)	-	1 (0.6%)	89 (53.0%)	2.24	1.416
15	Encouraging co-workers on the quantity of work output	75 (44.6%)	42 (25.0%)	2 (1.2%)	23 (13.7%)	26 (15.5%)	2.98	1.124
16	Maintaining a high quantity of work output	81 (48.2%)	20 (11.9%)	-	45 (26.8%)	22 (13.1%)	2.82	1.289
Average mean							2.69	1.30
Overall mean							2.80	1.26

KEY: VHD=Very High Degree, HD=High Degree, M=Moderate, LD=Low Degree, VLD=Very Low Degree, X=Mean, SD= Standard Deviation * Decision Rule if mean is ≤ 1.49 Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49=Moderate; 3.5 to 4.49= High; 4.5 to 5= Very High *****

Table 2 shows the level of the job performance of librarians in the Federal University libraries in North-East Nigeria. It is shown from the table that the job performance of these librarians was Moderate with an average mean of 2.80 on a 5 point Likert scale. Going by the parameters measuring job performance which were on a moderate level, effectiveness on the job was 2.85, a quantity of work output was 2.69, punctuality was 2.82, and creativity/innovation was 2.84. But performing duties of others in their absence which was an item under the quantity of work output, had a mean score of 2.24 which was showing a low degree of performance. Further, it can be deduced from Table 4.2 on the level of the job performance of librarians in Federal university libraries in North-East Nigeria, that effectiveness on the job had the highest mean of 2.85, followed by creativity and innovation 2.84, punctuality 2.82, and quantity of work output 2.69. Considering the four components of job performance, librarians in Federal University Libraries in North-East Nigeria were more effective on their job than creativity, punctuality, and quantity of work output. The major components that contributed to their effectiveness on the job were that librarians were able to meet work schedules on time $X=3.02$, perform duties assigned appropriately $X=2.98$, and working with others to achieve job duties $X=2.84$.

The findings of research question one stated, what is the level of the job performance of librarians in Federal university libraries in North-East Nigeria? The study showed a Moderate level of job performance. From measures of job performance, the results induced from the average mean scores of these indices that librarian's job performance was moving from moderate to high which is a positive move. It also showed from the questions raised in the instrument that most of the respondents performed their jobs to the best of their ability not minding if they are motivated or the work condition was good or not. This finding contradicts the report of Oyewole and Popoola

(2013). Olorunsola (2012) reported a high level of job performance by administrative staff in government-owned universities in South-West, Nigeria. Nnadi, Chikarie, Atoma, Egwuonwu, and Echetama (2012) found that the various key performance areas of female extension workers were rated in percentages between 62.5% and 100% respectively. The finding supports that of Oyewole and Popoola (2013) as the co-researchers discovered a moderate level of job performance among library personnel in Federal Universities and Federal Colleges of Education in Nigeria

The work environment of librarians in Federal University Libraries in North-East Nigeria

S/ N		SA 5	A 4	D 3	SD 2	UD 1	Mean	Sd
Ventilation								
1.	There is cross ventilation in my work office environment	13 (7.7%)	56 (33.3%)	25 (15.0%)	69 (41.1%)	5 (3.0%)	2.31	0.904
2.	The air in my office is pure (clear)	10 (6.0%)	51 (30.4%)	27 (16.1%)	75 (44.6%)	5 (3.0%)	2.22	0.879
3.	There is not enough fans and air conditioner in my office	15 (8.9%)	5 (3.3%)	19 (11.3%)	73 (43.5%)	5 (3.0%)	2.36	0.895
4.	The surrounding of my office environment is properly ventilated	26 (15.5%)	73 (43.5%)	9 (5.4%)	58 (35.0%)	2 (1.2%)	2.68	0.848
5.	The location of my office does not allow good ventilation	24 (14.3%)	58 (34.5%)	13 (7.7%)	70 (41.7%)	3 (1.8%)	2.56	0.836
Average mean							2.42	0.87
Workplace Lighting								
6.	There is constant power supply in the library	18 (10.7%)	32 (19.0%)	36 (21.4%)	77 (45.8%)	5 (3.0%)	2.13	0.970
7.	The lighting in my work environment makes it conducive	19 (11.3%)	52 (31.0%)	25 (14.9%)	64 (38.1%)	7 (4.2%)	2.37	1.098
8.	There is enough light illumination	9 (5.4%)	44 (26.2%)	38 (22.6%)	73 (43.5%)	4	2.12	0.885

	to influence my job performance					(2.4%)		
9	I strain my eyes to read	30 (17.9%)	80 (47.6%)	17 (10.1%)	38 (22.6%)	3 (1.8%)	2.74	0.913
10.	My office is dark when there is no power supply	15 (8.9%)	52 (31.0%)	24 (14.3%)	66 (39.3%)	10 (6.0%)	2.31	1.097
	Average mean						2.33	0.99
Work station								
11	My work station is conducive for the job performed in my office	17 (10.1%)	42 (25.0%)	31 (18.5%)	69 (41.1%)	9 (5.4%)	2.20	0.983
12	I don't have adequate facilities in my work station	8 (4.8%)	54 (32.1%)	35 (20.8%)	65 (38.7%)	6 (3.6%)	2.16	0.917
13	The design of my workstation is suitable for the job performed in my office	9 (5.4%)	53 (31.5%)	28 (16.7%)	67 (39.9%)	11 (6.5%)	2.16	0.939
14	The seating posture in my office gives me back ache	6 (3.6%)	45 (26.8%)	26 (15.5%)	81 (48.2%)	10 (6.0%)	2.08	0.885
15	My work station is small for me to perform my job	9 (5.4%)	49 (29.2%)	23 (13.7%)	75 (44.6%)	12 (7.1%)	2.18	0.897
	Average mean						2.16	0.92
	Overall Mean						2.30	0.93

KEY: SD=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree, UD=Undecided, X=Mean, SD=Standard Deviation * Decision Rule if mean is ≤ 1.49 Very Poor; 1.5 to 2.49 = Poor; 2.5 to 3.49=Fair; 3.5 to 4.49= Good; 4.5 to 5= Very Good *****

Table 3 shows the state of the work environment of librarians in the Federal University libraries in North-East Nigeria. It is shown from Table 4.4 that the majority of the respondents were poor in the state of work environment used in analyzing the responses derived from the instrument which had an average mean of 2.30 on a 5 point Likert type. Going by the parameters measuring the state of work environment, the respondent's responses were, workplace lighting was 2.33, work station was 2.16 and ventilation was 2.42. Further, it can be deduced from Table 4.4 that the work environment of librarians in Federal university libraries in North-East Nigeria, for all parameters measuring workplace lighting, librarians particularly opined that they strained their eyes to read $X=2.74$. for measures of work station measures, librarians opined that their work station was

conducive for the job performed in their offices X=2.20 and not having adequate facilities in my work station was X=2.16. For measures of ventilation, librarians' response to the surrounding of my office environment is poorly ventilated had X=2.68 and there were not enough fans and air conditioner in my office was X=2.36. Going by these, the working condition of these libraries was poor in the six Federal University libraries in North-East Nigeria.

The findings of the second research question stated that what is the work condition of librarians in Federal University Libraries in North-East Nigeria? The study showed a poor work environment. Of the measures of the work environment of these libraries, the work station of librarians in these libraries was the least of all indicators of the work environment. These findings are closely in line with the study of Amusa, Iyoro, and Olabisi, (2013), which revealed that the work environment of the librarians in South-West, Nigeria is fairly favorable. They further discovered that there is a significant relationship between the work environment and job performance of librarians. Similarly, Amusa, Iyaro, and Olabisi corroborated in their study on the work environment and job performance of librarians in a public universities in South-West Nigeria, revealed that the work environment of librarians in terms of physical facilities, open communication, motivation was fairly favorable.

Hypothesis: There is no significant influence of work environment on job performance of librarians in Federal University Libraries in North-East Nigeria

Table 5 Regression Analysis of work environment on job performance

Model	Unstandardized coefficient		Standardized coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	50.527	8.066		6.264	.000
Lighting	.548	.392	.109	1.398	.164

	Work station	.155	.413	.029	.376	.707
		.119	.389	.024	.307	.759
1	Ventilation					
A	Dependent Variable: Job Performance					

Testing for Joint Significant Influence of Motivational factors and Job Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	374.962	3	124.987	.727	.537 ^b
	Residual	28194.157	164	171.916		
	Total	28569.119	167			
R = .115						
R Square = .013						
Adjusted R Square = -.005						

Table 5 shows that the combined predictive influence of work environment (lighting, work station, and ventilation) on job performance of librarians in Federal University Libraries in North-East Nigeria ($R = .115$, $R^2 = .013$, $F_{3,164} = .727$, $P > 0.05$). This implies that the work environment of librarians in Federal University Libraries in North-East Nigeria did not influence their job performance. The model showed that the work environment explained only 1.3% variation of the job performance of librarians in Federal University Libraries in North-East Nigeria. The hypothesis that the work environment has no significant influence on the job performance of librarians in North-East Nigeria was accepted.

Hypothesis 1 stated that there is no significant influence of work environment on job performance of librarians in Federal University Libraries in North-East Nigeria further revealed that work environment had no significant influence on job performance of librarians in Federal University Libraries in North-East Nigeria. This implied that the condition of the work environment of these librarians did not determine their performance. Because to these librarians, an environment has been provided by the University management for them to perform their job responsibilities. Thomas and Holley (2012) also provided a possible explanation why the influence of work environment on job performance may not be significant. The authors observed that library and information organizations often have tasks that are repetitive and might affect workers' motivation

and performance. Badawi (2006) and Amusa, Iyoro, and Olabisi (2013) also observed that work environments and conditions in public universities were fairly favorable. Particularly, Amusa, Iyoro, and Olabisi observed that there was a lack of functional air conditioners, poor maintenance of available facilities and that repairs often took a long time due to bureaucracy.

CONCLUSION AND RECOMMENDATIONS

The importance of job performance can hardly be overemphasized in that it seriously affects organizational growth and achievement in this case the library. Job performance is important in that when it is lacking, it is major evidence of deviation of meeting the objectives and goals for which it is established. Moreover, it has a significant influence on job-related behaviors such as effectiveness on the job, quality of work output, punctuality, and creativity/innovation of librarians. Therefore, any organization that desires to achieve its goals should be able to encourage its staff through a conducive work environment.

Based on the findings of this study, it concluded that the job performance of librarians in Federal University Libraries in North-East Nigeria was not influenced by motivational factors and the work environment of these librarians who worked in the federal University libraries in North-East Nigeria. Based on the foregoing, it can be said that librarians may perform better where they work if the sitting posture in the work station is improved, ventilation within the library is clean and illumination in the library is adequate, the job performance of the librarians in these Federal University libraries may improve. On the whole, the study outcome was that the librarian in the Federal Universities moderately performed their jobs in a fairly conducive environment.

Based on the findings of the study, the following recommendations were made to the Library Management and also the University Management:

1. The study revealed that the job performance of the librarians was moderate. This suggests that Library management should encourage librarians to perform at their best duties assigned to them to meet the objectives of the library
2. The study indicated a poor working environment in the Federal University libraries located in North-East Nigeria. Hence, Library management should provide better illumination in the library, a conducive work station, and clean ventilation in the library for these librarians

3. The findings of this study supported Herzberg's motivational hygiene theory because it revealed that the indicators of the variables can influence the job performance of the librarians at the Federal University libraries in North-East Nigeria and recommends libraries to put these into practice to achieve a high level of the job performance of library staff.

References

- Ademodi, D.T. & Akintomide, O.A. (2015). A Comparative study of levels of job satisfaction among librarians in private and public universities in Ondo State. *Journal of Information and Knowledge Management*, 5 (11), 1-9. Available online at <http://www.iiste.org/tag/journal-of-information-and-knowledge-management>
- Adeniran, P. (2010). User Satisfaction with academic library services: Academic staff and students' perspectives. *International Journal of Library Information Science*. 3(10), 209-216
- Amusa, O.J., Iyaro, A.O., & Olabisi, A.F. (2013). Work environment and job performance of librarians in the public university in South-West Nigeria. *International Journal of Library and Information Science*. 5(11), 457-461
- Amusa, O.J., Iyaro, A.O., & Olabisi, A.F. (2013). Work environment and job performance of librarians in the public university in South-West Nigeria. *International Journal of Library and Information Science*. 5 (11), 457-461
- Babalola, G.A. (2012). *Influence of job medication demographic and environmental factors on librarians' productivity in College of Education in Nigeria*. Phd Thesis, Ibadan, University of Ibadan
- Burke, J. J. (2013). *Neal-Schuman library technology companion: A basic guide for library staff (4th ed.)*. Chicago, Ill.: Neal-Schuman, an imprint of the American Library Association
- Chandrasekar, K. (2011) Workplace environment and its impact on organizational performance in public sector organisations, Alagappa University, Karaikudi, India. *International Journal of Enterprise Computing and Business Systems*, (1), 1-20
- Chaudhary, N. & Sharma, B. (2012). Impact of employee motivation on performance (productivity) in private organization. *International Journal of Business Trends and Technology*, 2 (4), 29-35
- Chowdhury, S. (2001). Role of college libraries in education of Bangladesh. *Social Science Review*, 18(2), 287-296

- Elger, D. (2015). Theory of performance expectation of faculty in higher education. *Faculty Development Series environment*
- Fajonyomi, O.J (2019) *Motivational factors, work environment and job performance of librarians in Federal University libraries in North-East Nigeria*. Unpublished Masters dissertation submitted to the Department of Information Resources Management, Babcock University.
- Fatokun, J.O., Salaam, M.O., Ajegbomogun, F.O. & Adedipe, N. (2010). The Influence of leadership style on the performance of subordinates in Nigeria libraries. *Library Philosophy and Practice*. Available on: www.webpages.Uidaho.edu/mbolin/fatokun-salaam-ajegbomogun.htm
- Harikaran, S. (2015). Leadership style of principals and teacher's behaviour in Kilinochchi Zone Schools. *European Journal of Business and Management*, 7 (7), 49-57
- Herzberg, F., Mausner, B. & Snyderman, B. B. (1959). *The Motivation to Work*, (2nd edition). New York: John Wiley & Sons.
- Ikonne, C.N & Fajonyomi, O.J (2019). Motivational factors and job performance of librarian in Federal University libraries in North-East Nigeria. *Library Philosophy and Practice*
- Ikonne, C.N. (2014). Influence of workstation and work posture ergonomics on job satisfaction of librarians in the federal and state university libraries in southern Nigeria. *IOSR Journal of Humanities and Social Sciences*, 19 (9), 78-84
- Ikonne, C.N. (2014). Influence of workstation and work posture ergonomics on job satisfaction of librarians in the federal and state university libraries in southern Nigeria. *IOSR Journal of Humanities and Social Sciences*, 19 (9), 78-84
- Ikonne, C.N. (2015). Influence of performance appraisal on job performance of library employees in selected university library and information centers in south-west nigeria. *International Journal of Innovation and Applied Studies*, 11(4), 863-871.
- Librarians' Registration Council of Nigeria (LRCN) (2014). *Minimum standards and guidelines for academic libraries in Nigeria academic libraries in Nigeria*
- Madukoma, E. (2012). *Information Behaviour and Job Performance of Senior Non-Academic Staff in Nigerian Universities*. P.hD thesis submitted to the Department of Information Resources, Babcock University, Illishan-Remo, Ogun State, Nigeria
- Na'angap, D. (2012). *Job Satisfaction and Job Performance of Library Personnel of National Library of Nigeria*. Thesis Dissertation submitted to the Department of Library and Information Science, University of Nigeria, Nsukka
- Oketunji, S.F. (2014). Influence of occupational health and safety (OHS) information availability and use on job performance of library personnel in public universities in South-West Nigeria. *European Scientific Journal*, 10 (14), 337 – 350

Otuza, C.E. (2011). *Influence of information behavior and work environment on job performance of workers in a selected multinational organization in Lagos, Nigeria*. Masters thesis submitted to the Department of Information Resources Management, Babcock University

Ukachi, N.B (2013). Accessibility and students variables as correlates of the use of electronic information resources in university libraries in South-West, Nigeria. Unpublished Ph.D thesis submitted to the Department of Library and Information Science, University of Nigeria, Nsukka

Villamova, P., Austin, J.T. & Borman, W. (2005). *Job. performance. Blackwell Encyclopedia of Management*. 2nd ed 5, Cartwright, C. (eds), United Kingdom: Blackwell publishing, 208-209. In Austin, J.T. et al (1991)