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Winter 7-30-2022

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Chinwendu C. Akpom Dr

University of Nigeria, Enugu Campus, chinwendu.akpom@unn.edu.ng

Emmanuel Chukwudi Ihekwoaba Dr

University of Nigeria - Nsukka, emmanuel.ihekwoaba@unn.edu.ng

Harriet Uche Igbo Dr

University of Nigeria, Nsukka, harriet.igbo@unn.edu.ng

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Akpom, Chinwendu C. Dr; Ihekwoaba, Emmanuel Chukwudi Dr; and Igbo, Harriet Uche Dr, "Impact of Organizational Climate on Job Performance in Nigerian University Libraries: Perceptions of Academic Librarians" (2022). *Library Philosophy and Practice (e-journal)*. 7178.

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**Impact of Organizational Climate on Job Performance in Nigerian University Libraries:
Perceptions of Academic Librarians**

By

Akpom, C.C. (Ph. D, CLN)
Enugu Campus Library
University of Nigeria,
chinwendu.akpom@unn.edu.ng
+2348037370017

Ihekwoaba, E.C. (Ph. D, CLN)
Nnamdi Azikiwe Library
University of Nigeria, Nsukka
emmanuel.ihkwoaba@unn.edu.ng
+234808080260062
***Corresponding Author**

&

Igbo, H.U. (Ph. D, CLN)
Nnamdi Azikiwe Library
University of Nigeria, Nsukka
harriet.igbo@unn.edu.ng
+2348038085363

Abstract

The paper examined academic librarians' perceptions of the characteristics that contribute to a favorable organizational climate and those that negatively affect it in Nigerian university libraries. The study concentrated on Nigeria's Southeast and South-South geopolitical zones. The researchers adopted a descriptive survey design for the research. A structured questionnaire was employed to collect the data from the respondents and analyzed using mean and standard deviation. The study population consists of 143 academic librarians in university libraries in the study area. The entire population was used as a sample because it was a manageable number. The result demonstrates that respondents have favorable impressions of their organizational climate. Specifically, respondents are satisfied with the communication, work environment, leadership style, organizational structure, rewards, and teamwork. It was recommended that although the organizational climate of the libraries studied was perceived as positive, there was a need to periodically and constantly improve the reward system. Implementing a formal rewards system can be a great way to motivate librarians. They can be rewarded based on measurable performance metrics, such as a pay bonus when meeting a specific task or other forms of reward. The study found that to keep librarians motivated, the reward system needs to be improved without delay.

Keywords: *Communication, Leadership, Librarians, Library, Organizational Climate, Organizational Structure, University Libraries, Reward, Teamwork, Work Environment.*

Introduction

Libraries must understand the elements influencing their climate and workers as they strive to survive or gain a sustainable competitive advantage in the face of today's information and technological explosion. Employee motivation, behavior, attitudes, and potentials are all influenced by the climate or atmosphere in the workplace, which is projected to affect organizational productivity (Adenike, 2011). Due to its transparent impacts and relationships to the many services provided, the climate or the organizational environment is crucial in the library organization's life. It has an equal impact on employee productivity, contentment, and performance and the organization's overall success (Al-Saudi, 2012).

This has resulted in many conceptual and experimental studies on organizational climate over the last thirty years (Kanten & Ülker, 2013). Organizational climate is defined as a set of features that characterize a company and distinguish it from others (Farooqui, 2012). As a result, it has an impact on how people behave in the workplace. Organizational climate research aims to determine the factors that influence employee behavior which directly impacts job performance and organizational productivity. The relevance of organizational climate on employees' attitudes and behaviors has made researchers pay more attention to it in the literature on organizational behavior (Holloway, 2012).

In the context of the library, the organizational atmosphere influences the work performance of the staff. The library management is supposed to push librarians to achieve adequate job performance and productivity by creating a favorable organizational climate that encourages them to do their best work. Although the individual brings to the job the organizational needs in terms of qualifications and skills, the library organization must provide an enabling working environment that encourages successful job performance. It is no surprise

that organizational climate affects performance because it reflects how motivating the work environment is for individuals (Watkin & Hubbard, 2003). There is no consensus on whether aspects of the organizational environment should be deemed typical or ideal from the literature. Many academics have investigated organizational climate using numerous parameters. These factors are not always uniform across all businesses due to their diversity.

Organizational climate factors include management or leadership styles, employee participation in decision-making, the provision of challenging jobs, the reduction of boredom and frustration, the provision of benefits, personnel policies, the provision of good working conditions, and the creation of a suitable career ladder (Adenike, 2011). In this study, organizational climate refers to a set of quantitative workplace factors that affect the job performance of librarians, directly or indirectly. Communication, working environment, leadership style, organizational structure, rewards, and teamwork are the quantitative factors used in this study.

Since organizational climate encourages motivation which actuates the performance of employees, the climate of libraries will remain a constant factor in the effective management of libraries, which promotes institutional values and ideologies. Improving the organizational climate for innovation/creativity can effectively promote problem-solving in a company and thereby increase the company's productivity, competitiveness, and performance (Zagenczyk et al., 2020). The lack of a conducive work environment and lack of management interest are among the challenges affecting organizational climate and promoting innovation/creativity among library and information science professionals (librarians) in Nigeria (Onuoha et al., 2015). Given this circumstance, there is a need to ascertain organizational climatic factors proximal to librarians' performance in university libraries in Nigeria.

This study will highlight the relevance of global organizational climate factors and the need to effectively structure and apply them to produce high-level professionalism and service delivery. Another important aspect of the study is that it will assist libraries in improving the organizational climate of their libraries. As a result, they will get the most out of their labor. The study would help libraries reassess the needs of librarians. It will also educate library management about the organizational climate outside their specific region and provide data to help library and information science scholars stay up with global library trends. For librarians, it is expected to help policy makers keep up with the re-evaluation of the organizational climate and assist other researchers with the numerous facets available for further research. Hence, the study is expected to provide relevant literature on the state of the organizational climate in Nigeria's university libraries.

Problem Statement

Negative and unproductive behaviors, such as careless attitudes, laxity, lateness, diminished devotion to work, low morale, absenteeism, and ultimately low performance and productivity, were demonstrated through interactions and literature. This situation might have arisen due to various organizational climate factors within the university library, which could positively or negatively impact job performance. Hence, this study attempted to investigate the perception of librarians on factors that contribute to their organizational climate.

Research Questions

The study was guided by the following research questions:

1. What are the factors that affect the current organizational climate in Nigeria's public university libraries?
2. What are librarians' perceptions on communication, work environment, leadership style, organizational structure, reward, and teamwork as factors that affect organizational climate in the libraries?

Review of the Literature

The climate in the workplace

The term "organizational climate" has no commonly agreed definition. Organizational climate as the outward manifestation of organizational culture that consists of conscious behavior, such as feelings, perceptions, and attitudes, that individuals share in an organization at a given time regarding the fundamental elements of the organization that can positively or negatively influence organizational behavior (Castro & Martins, 2010). This shows that the organizational environment is not necessarily fixed, as individuals' responses are determined by their circumstances. According to them, the term "climate" is most usually linked with meteorology. Its primary goal is to observe, describe, and measure numerous physical aspects of the atmosphere, such as rainfall, temperature, and natural variations. However, it refers to the mood or feelings existing in an organization that influences employees' perceptions in the organizational literature (Jyoti, 2015).

Organizational climate is the air and atmosphere that employee's sense in their workplaces due to practice and rewards (Holloway, 2012). The phenomena of organizational climate are characterized by a link between one's thoughts, feelings, and behaviors (Suandi et al., 2014). It is, in their opinion, emotional manipulation of power and influence. It is the "feeling" that comes from the organization's physical structure and how participants engage with one

another and connect with other members of the organization or outsiders (Okoseimiema & Eketu, 2019). The organizational environment is defined by employees' descriptions of organizational characteristics such as size, structure, policies, and leadership styles. They went on to say that the organization's atmosphere depicts members' subjective opinions and impressions, regardless of whether or not they are a true reflection of reality in the workplace (Mitonga-Monga et al., 2012). Organizational climate is a force that influences employees' emotions and conduct; a perspective shared by members of an organization that represents the individual's norm, value, and attitude; formed through member contact; functions as a source of influence for influencing behavior and the work environment (Tedla, 2016). In essence, a positive and conducive organizational atmosphere leads to high motivation, job satisfaction, and high job performance.

This is shown in a study by Sujatha, Ganesan, & Laila (2016). They used a survey of library professionals to evaluate the current organizational climate at Mahatma Gandhi (MG) University Library. Physical facilities, infrastructure, human connections, professional growth, and job satisfaction were all examined in the study. It was discovered that to build a healthy organizational climate at MG University Library, aspects such as physical facilities, professional development measures, rewards, and transportation facilities need to be strengthened. The majority of respondents are satisfied with their jobs, pay, working hours, job security, and work autonomy. On the other hand, the majority of respondents were unsatisfied with promotion, job rotation, awards, decision-making, leadership style, and transportation facilities.

More specifically, the concept is defined as a set of qualities that distinguishes one organization from another, with the elements of the organization's internal environment resulting from the goals, regulations, rules, procedures, and policies that are implemented in the

organization and well known to the employees (Ahmed & Razek, 2011). Just as every individual has a personality that differentiates him from others, the employee's of well-known organization has an organizational climate that distinguishes them from others (Vankatesh, 2015). This impacts individual behavior and performance at work, ultimately resulting in the organization accomplishing or failing to fulfill its objectives. This is why members of a group are more likely to collaborate to trade and produce tacit knowledge and to improve each other's performance and learning while working in a cooperative environment (Bonacci et al., 2020).

Similarly, firms with a positive atmosphere foster employee participation, open and accessible information exchange (Noordin et al., 2010). This, in turn, creates space for new ideas and innovations in the workplace. On the other hand, employees in defensive settings keep their opinions to themselves, make only cautious utterances, and suffer from low morale and an inferiority mentality. This is also in line with the views that in the creative organizational atmosphere, where members face particular project obstacles, internal contact between workers might supply appropriate answers (Kubendran et al., 2013). As a result, the workplace becomes a happier and more creative place to work.

Studies Related to Organizational Climate

Globally, several studies have been reviewed on organizational climate in relation to libraries and librarians. As has already been noted in preceding sections, Sujatha et al. (2016) investigated the existing organizational climate at Mahatma Gandhi University Library by surveying the library professionals. The study aimed to find out the current organizational climate and the influence on the commitment of library professionals. The majority of the respondents were satisfied with the library profession, salary, working hours, job security, and work freedom. However, in the case of promotion, job rotation, rewards, decision making,

leadership style, and transportation facilities, the majority of the respondents showed dissatisfaction.

Gkoutidou (2010) carried out a study on improving the organizational climate and skill level for Greek academic librarians. The study explored and described the performance of sixty-one (61) Greek academic librarians and their motives for further improvement in their future work. Variables such as gender, age, education, work experience, training issues, and policies regarding libraries and how clear the work objective is to the employees were studied. The majority of the respondents showed dissatisfaction with the reward system. The research also showed that there are no personnel departments in most Greek academic libraries, so there is a need for library directors to be more informed about the human resource techniques in order to be able to motivate and inspire their employees effectively. This includes good communication with employees, understanding the employment legislation and the employees' needs, providing good working conditions and improving the existing ones, and finally providing extra training for the librarians to transfer knowledge to users in the best possible way.

Similarly, Jahani et al. (2015) carried out a study on the regression model of the Iran library's organizational climate. The purpose of their study was to draw a regression model of the central organizational libraries of Iran's universities. Of the nine variables affecting organizational climate, five variables of innovation, teamwork, customer service, psychological safety, and deep diversity played a significant role in predicting the organizational climate of Iran's libraries. From the study, the contribution of teamwork is more than any other variable. This implies that the reinforcement of teamwork in university libraries can be more effective in improving the organizational climate of libraries.

Within Nigeria, Ibegbulam et al. (2017) focused on investigating the organizational climate for creativity/innovation among librarians in Academic libraries in southeast Nigeria. The study aimed to know librarian's perception of their organizational climate as it relates to creativity. Six dimensions of organizational climate were investigated: organizational encouragement, supervisory encouragement, workgroup support, freedom, sufficient resources, and challenging work. The findings revealed that workgroup and organizational encouragement were perceived to be highly favorable for creativity. Recently, Nwangwu et al. (2021) carried out a study on organizational climate factors in job creation among public university libraries in Anambra State. They aimed to establish the perception of librarians about their organizational climate and whether this perception correlates with their creativity. Findings from the study indicated that the perception of organizational climate is low among University librarians.

In a nutshell, the implication from the studies above is that management of university libraries have a responsibility to nurture the pattern of behavior which they want and which will drive librarians to work in the direction that will bring about the desired organizational result(s) through providing a positive organizational climate. This can be achieved by providing the practical tools and solutions which employers require to function maximally.

Factors affecting the organizational climate

Climate elements in organizations can be thought of as descriptions of the content of organizational experiences. It is more or less defined as factors that an employee personally perceives within an enterprise. Organizational climate elements are separated into structural and contextual factors (Zahargier & Balasundaram, 2011). The internal qualities of an organization are depicted by structural factors. They are a type of scale that can be used to assess and compare a company. Size, technology, the surroundings, and the organization's goals are all contextual

issues. Contextual factors may be misleading since they depict the organization in a setting with structural variables (Daoli & Mohsenvand, 2014). Organizational environment characteristics play a critical role in influencing employees' behaviors and attitudes, both favorably and adversely (Singh et al., 2011). According to the researchers, positive attitudes are reflected in the quality of behavior, performance, satisfaction, excellence, job loyalty, and cooperation. On the other hand, bad attitudes are translated into negative behaviors, resulting in job disputes and poor performance. Communication, work environment, leadership styles, organizational structure, reward, and teamwork are all investigated in this study as aspects of organizational climate.

Communication relates to how a supervisor expresses ideas or feelings while providing information to others. Communication is critical in organizations since it involves sending and receiving data (Ifidon & Ugwuanyi, 2013). Surprisingly, some research in this area suggests that supervisors' capacity to provide adequate assistance and the use of appropriate communication styles in training programs may contribute to improved levels of employee job performance (Ismail et al., 2010). On the other hand, it was found that a lack of leadership and communication creates uncertainty and can contribute to the failure of a good plan (Sadia et al., 2018). When organizational leaders keep things inside or are unable to deliver a message, employees are left to their own devices to figure out what the leaders may or may not desire. As a result, communication is considered a critical instrument for fostering trust inside the library, which leads to fewer disagreements and a more favorable library organizational climate.

Work Environment:

The work environment is described as a collection of pressures, actions, and other factors that can influence an employee's activities and performance (Bushiri, 2014). The settings at one's place of employment, includes inside, outside, at a desk, and in a cubicle (Rezaul, 2014). It can

also refer to a person's positive, negative, or friendly mental state. Members of an organization's workforce rely on their working environment. The quality of the workplace has the most significant influence on employee job performance and motivation (Chandrasekar, 2011). In addition, any business has three sorts of work environments: technological, human, and organizational (Taiwo, 2010). The human environment comprises employees' peers and colleagues, team, workgroup, leadership, and management; the technology environment consists of tools, equipment, infrastructure, and other technical elements. On the other hand, the organizational environment includes systems, procedures, practices, beliefs, and philosophies. The organizational domain is under management's control. The management implements a measurement system in which people are paid based on their output. Individuals with varied work values are fulfilled in various work contexts (Castro & Martins, 2010). This is because particular combinations of climate components impact an individual's pleasure in certain aspects of their job. As a result, when the working environment is unpleasant, these individuals establish a culture that influences how they perceive and interpret their work experiences.

Leadership Styles:

Leadership is a method through which an executive can direct, guide, and influence the behavior and work of others in order to achieve specific objectives in a given situation. Subordinates might be persuaded to work with zeal and confidence by their supervisor (Iqbal et al., 2015). Leadership allows for the formation of teams and the making of sound decisions, all of which impact progress (Nwaigwe, 2015). As a result, management decisions have an impact on every area of a company. Leadership style as a person's way of giving orders, motivating others, and carrying out goals (Memon, 2014). All aspects of interacting within and outside of an organization, handling or dealing with conflicts, assisting and guiding the workforce to achieve

and complete tasks, and appearing as a role model for all are covered by leadership styles. Memon claims that an organization's leadership style is one aspect that influences whether or not employees are interested in and committed to the organization.

Furthermore, there are six leadership styles, each of which has a distinct impact on the target followers' emotions (Saxena et al., 2017). These include, innovative leadership style, coaching style, affiliative style, democratic style, pace-setting style, and authoritative leadership style are the ones to look for. The above authors state that any of these styles can be used by any leader and that a good mix adapted to the situation is usually the most effective method. The library staff can readily drive the university library's goals when the leaders and management team members employ democratic and transformational leadership approaches. Employees will make a significant contribution to attaining business goals when the library's management communicates with them frequently about personal rather than official matters, they added. However, democratic and transformational leadership styles may be effective for libraries where employees have proved their ability to work with minimal supervision. Even if this is not the case, the leader may employ an authoritarian leadership style to get desired results. It is important to note that numerous leadership styles can be used in a company. Each has its own set of advantages and disadvantages (Johnson, 2005). The emphasis is on the fact that whichever style is used, it must be suitable for positively influencing followers' behavior in order to assist the organization in meeting its objectives.

Structure of the organization:

This idea is described as aspects of behavior influenced by pre-existing programs and laws in organizations (Jiang, 2011). It covers formalization, hierarchy tiers, horizontal integration, authority centralization, and communication patterns, among other topics. It explains

how an organization's members allocate authority and responsibilities and how procedures are carried out. The organizational structure, which depicts the levels within the official hierarchy, determines the control area of managers and supervisors (Shoghi & Nazari, 2012). Furthermore, organizational climate is the typical configuration among individuals and groups regarding duties, task assignments, and power in the organization (Greenberg, 2011).

Complexity, formalization, and centralization are the three components of organizational structure (Ahmadya et al., 2016). The degree of specialization or division of labor in an organization, some levels in the hierarchy, and the geographic dispersion of the organization all contribute to its complexity (Robbins & Judge, 2012). Formalization is a measure of individual control over their choices and decisions. It asserts that an individual's satisfaction with his work is inversely proportional to the amount of behavior programming by the organization—the more substantial the control, the lower the employees' contribution to their work. *Centralization* can be defined as a process in which official authority to make discretionary decisions is concentrated on a single person, unit, or level, allowing employees to have as little input as possible in their jobs. When decision-making power is concentrated in a single place in an organization, it is called high centralization.

Employees learn how much they gain by devoting their time, effort, and ability to work through receiving rewards (Armstrong, 2010). Individuals can be motivated and satisfied by rewards, which can help them work better. It could also be an excellent approach to keep key employees in the company (Zabouj & Antoniadis, 2015). The award might also make the employee feel needed and valuable. Nilsson & Olve, (2013) prescribe that a company or organization must choose the reward system that will work best for them in terms being of benefit to the employee and the company as well as being better than other possibilities. The

outcome of the employee's activity must be better than the reward for the organization. Money has been highlighted as a popular incentive used by firms to urge employees to share their expertise and solve knowledge hoarding in a previous study (Hung et al., 2011). In the eyes of some, organizational reward refers to all of the financial and non-financial rewards that an employee receives as a result of their employment relationship with the company. Extrinsic, intrinsic, and social rewards are the three primary types of benefits that individuals want from their organization (Nwokocha, 2016).

Extrinsic rewards are tangible benefits provided by the organization, such as compensation (wages and salaries), fringe benefits, advancement opportunities, recognition, status symbols, and praise. The intrinsic incentives are those that are directly related to the work being completed. They are self-awarded and have received payoffs in the past. A sense of accomplishment, self-esteem, autonomy, personal progress, and self-actualization are examples of this (Adrian et al., 2010).

Rewards are critical for job performance because they meet basic requirements while also assisting in achieving higher-level objectives. Librarians' perceptions of their effort being recognized and subsequently rewarded, as well as their lack of being scolded for mistakes and poor performance, will go a long way toward enhancing their job performance (Gkoutidou, 2010).

Teamwork:

A team is a working group that possesses all of the characteristics of a true team and whose members are committed to each other's advancement and success (Ghorbanhosseini, 2016). This dedication frequently leads to the formation of a team. Teams are an essential aspect of many businesses and should be included in delivering tertiary units (Truong, 2012). Truong

also divided human collaboration into three dimensions: cognitions, skills, and attitudes. The cognitive or knowledge area includes information about the task, such as the team's mission, objectives, norms, problem models, and resources. Teamwork skills include adaptability, performance monitoring, leadership, communication patterns, and interpersonal coordination. Participants' sentiments about the team are assessed by attitudes, which include team cohesion, mutual trust, and the value of teamwork. Teamwork is a way for improving individual and organizational performance, but it must be fostered over time (Manzoor et al., 2011). According to them, increased productivity is one of the advantages of collaboration, especially when a group of people is required to come up with innovative ideas for completing specific tasks to reach overall organizational goals. When people collaborate, job effectiveness and performance improve. Gkoutidou did admit that the feeling of cooperation enhances employees' self-esteem since they feel comfortable taking on a difficult task with the aid of their coworkers. They also said that firms with teams and a high level of teamwork would be more likely to attract and retain top talent. This will result in a high-performance organization that is adaptable, efficient, and crucially, proof shell and cooperation. Employees' sense of belonging in the workplace is characterized by unity, collective support, and trust. As a result, it is the organization's obligation to provide a suitable and trustworthy environment for synergetic teamwork.

Methodology

The descriptive survey was employed as the research design in this study. The study was focused on the Southeast and South-south regions, which are among the six geopolitical zones of Nigeria. The two zones are eleven (11) states Abia, Akwa-Ibom, Anambra, Bayelsa, Cross River, Delta, Ebonyi, Edo, Enugu Imo, and Rivers. This study focused on accredited State University libraries in the two zones. The 143 librarians working in the state public university libraries in

the study area were the target population. The population was accessible and manageable; hence, there was no sampling. The questionnaire, titled "Organizational Climate Factors Questionnaire (OCFQ)," was the tool used to collect pertinent data. This was broken down into three sections: A, B, and C. Section A had three questions on respondents' bio-data, including the name of the institution, gender, and rank.

Section B was created to gather data on the university libraries' organizational climate. Six characteristics were used to assess the organizational climate: communication, work environment, leadership style, organizational structure, reward, and teamwork. Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) was used to rate this section on a four-point scale (Appendix B, page 176). Section C was created to gather information on librarians' perceptions of communication, work environment, leadership style, organizational structure, reward, and teamwork within the library. On a four-point scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD), respondents were also asked to tick their responses (SD). The questionnaire was filled and returned by 131 of the 143 librarians working in the university libraries investigated, yielding a return rate of 91.6 percent. The information gathered was analyzed using the 20th version of the Statistical Package for the Social Sciences (SPSS), descriptive statistics of mean value, and standard deviation. The researchers developed the analytical benchmark for this study based on the criterion mean of 2.50 (Bollen, 1989). The criterion of judgment was that any status indicator or item of the research instrument with a mean value of 2.50+ was rated as agree. Any indicator/item with a mean value below 2.50 was rejected.

Data Analysis/Results

Table 1: Descriptive statistics on the factors that affect organizational climate in university libraries in Nigeria. N=131

ITEMS	South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N=131		Dec.
	\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
Organizational structure	3.02	0.61	3.05	0.55	3.04	0.58	A
Communication	2.99	0.61	3.07	0.65	3.03	0.63	A
Work environment	2.95	0.62	3.01	0.66	2.98	0.64	A
Teamwork	2.93	0.54	2.97	0.59	2.95	0.57	A
Leadership style	2.90	0.59	2.95	0.66	2.93	0.63	A
Reward	2.68	0.64	2.88	0.70	2.78	0.67	A
Grand mean	2.91	0.59	2.99	0.64	2.95	0.62	A

R = Ranking, \bar{X} = Mean, SD = Standard Deviations, N = Population, A = Agree, Dec. = Decision

Data in Table 1 shows that librarians perceive that all the identified factors positively impact the organizational climate of the university libraries in Nigeria. The overall mean score of the individual items shows that organizational structure has the most significant impact on the organizational climate of the libraries with 3.04. Other factors include communication (3.03), work environment (2.98), teamwork (2.95), leadership style (2.93), and reward system (2.95).

Table 2: Descriptive statistics of librarians' perception on the impact of communication on organizational climate in university libraries in Nigeria. N=131

R	ITEMS	South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N =131		Dec
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
1	I receive useful feedback from my University librarian or unit head on my job performance.	3.07	0.51	3.12	0.60	3.11	0.57	A
2	I have adequate opportunity to express my views in my unit as regards work.	3.07	0.64	3.09	0.65	3.08	0.65	A
2	Essential information flows effectively from senior leadership to other librarians	3.05	0.49	3.09	0.62	3.08	0.58	A
3	I am adequately informed about significant issues in the library and the University as a whole	3.00	0.63	3.08	0.74	3.05	0.71	A
4	I receive all the information I need to enable me carry out my work.	2.95	0.66	3.02	0.64	3.00	0.65	A
5	Staff meetings are regularly scheduled in the library	2.81	0.74	3.04	0.67	2.97	0.70	A
	Grand Cluster Mean	2.99	0.61	3.07	0.65	3.05	0.64	A

R = Ranking, \bar{X} = Mean, SD = Standard Deviations, N = Population, A = Agree, Dec. = Decision

Data in table 2 above reveals that the librarians have a positive perception about the effect of communication in enhancing organizational climate in libraries. A consideration of the overall mean scores of the individual items shows that the respondents receive helpful feedback from the university librarians and unit heads about their job performance (3.11); the librarians have ample opportunities to share their opinions regarding work in their units(3.08); essential information flows successfully from senior leadership to other librarians(3.08); they are appropriately informed on critical issues in the library and the university as a whole (3.05); they receive the information they need to enable them to carry out their work (3.00) and a regular schedule of staff meetings (2.97). The excellent cluster mean (3.05) and all of the components in this construct are significantly higher than the cut-off mean of 2.50.

Table 3: Descriptive statistics of the perception of librarians on the impact of work environment on organizational climate in university libraries in Nigeria. N=131

R	ITEMS	South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N =131		Dec.
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
1	The physical set up such as furniture, lightings, air conditioners, enhances job performance.	3.17	0.54	3.00	0.64	3.05	0.61	A
2	The environment is calm and noise free.	3.12	0.71	2.99	0.61	3.03	0.64	A
3	The quality of working tools in the library enhances job performance.	3.05	0.58	3.01	0.68	3.02	0.65	A
3	Workspace is dusted, cleaned and vacuumed thoroughly and regularly.	2.95	0.54	3.04	0.62	3.02	0.60	A
4	The library is committed to ensuring the health and safety of staff	2.69	0.75	3.08	0.66	2.95	0.71	A
5	Working tools are always available.	2.74	0.59	2.93	0.72	2.87	0.68	A
	Cluster Mean	2.95	0.62	3.01	0.66	2.99	0.65	A

$R =$ Ranking, $\bar{X} =$ Mean, $SD =$ Standard Deviations, $N =$ Population, $A =$ Agree, $Dec. =$ Decision

Data in table 3 above show the impact of the work environment on the organizational climate of libraries. The result revealed that the organizational climate is influenced positively by the available physical infrastructures such as furniture, lighting, and conditioners (3.05), tranquil and noise-free surroundings (3.03), good quality working tools (3.02), assurance of health and safety of employees (2.95) and consistent availability of working tools (2.87). The excellent cluster mean of 2.99 for all the items in this construct is significantly higher than the cut-off means of 2.50, indicating that the work environment affects the organizational climate of the libraries positively.

Table 4: Descriptive statistics on the impact of leadership style on organizational climate in university libraries in Nigeria.

R	ITEMS	N=131						Dec.
		South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N =131		
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
1	Management values the contributions of librarians	3.17	0.49	2.98	0.64	3.04	0.60	A
2	The management is supportive of the librarian's work schedule	3.02	0.47	3.03	0.61	3.03	0.57	A
3	Management encourages librarian's participation in decision making	2.95	0.58	2.96	0.66	2.95	0.63	A
4	Management encourages librarians career development	2.86	0.65	2.96	0.66	2.92	0.65	A
5	Librarians are provided guidance without pressure.	2.74	0.67	2.94	0.57	2.88	0.61	A
6	Librarians need to be supervised closely or they are not likely to do their work.	2.64	0.69	2.81	0.81	2.76	0.78	A
	Cluster Mean	2.90	0.59	2.95	0.66	2.93	0.64	A

R = Ranking, \bar{X} = Mean, SD = Standard Deviations, N = Population, A = Agree, Dec. = Decision

Table 4 above shows descriptive statistics of the perception of librarians about the impact of leadership styles on the organizational climate of the libraries. The respondents believed that management recognizes the contributions of the librarians (3.04); management is supportive of the work schedule (3.03); management encourages the librarians to participate in decision making (2.95); librarians are giving tasks without being pressured (2.88) and librarians need to be tightly supervised for timely completion of tasks (2.76).

Table 5: Descriptive statistics on the impact of organizational structure on organizational climate university libraries in Nigeria.

R	ITEMS	N=131						Dec.
		South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N =131		
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
1	The policies guiding the library is very clear	3.17	0.58	3.12	0.54	3.14	0.55	A
2	Every librarian is aware of who they report to regarding their job	3.17	0.58	3.03	0.53	3.08	0.55	A
3	Goals and objectives are very clear	3.02	0.56	3.06	0.55	3.05	0.55	A
3	There are open free flow of ideas and respect for each other's ideas and expressions.	3.05	0.54	3.04	0.50	3.05	0.51	A
4	Lines of communication and supervision are clear	2.81	0.74	3.04	0.62	2.97	0.67	A
5	New and amended rules are quickly communicated to the librarians	2.90	0.66	2.99	0.55	2.96	0.59	A
	Cluster Mean	3.02	0.61	3.05	0.55	3.04	0.57	A

R = Ranking, \bar{X} = Mean, SD = Standard Deviations, N = Population, A = Agree, Dec. = Decision

Table 5 shows descriptive statistics of the perception of librarians about the impact of the structure of the organization on the organizational climate of libraries. With high mean scores in all the items, the respondents agree that the policies guiding the libraries are evident (3.14); every librarian knows whom to report to about their job (3.08); the library's goals and objectives are clear (3.05); there are open and accessible flow of ideas and respect for each other's viewpoints and expressions (3.05); lines of communication and supervision are straightforward(2.97) and new and updated rules are immediately conveyed to librarians (2.96). This demonstrates that respondents are extremely satisfied with the organizational structure of the libraries.

Table 6: Descriptive statistics on the impact of reward system on organizational climate in university libraries in Nigeria.

R	ITEMS	N=131						Dec.
		South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N =131		
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
1	Promotion system is fair to all Librarians	2.74	0.59	2.98	0.80	2.90	0.74	A
2	The University pay scale is competitive with similar institutions	2.67	0.65	2.98	0.71	2.88	0.70	A
3	I feel a strong sense of satisfaction	2.69	0.60	2.90	0.66	2.83	0.65	A
4	Good work is recognized appropriately	2.69	0.64	2.84	0.69	2.79	0.68	A
4	I receive an appropriate salary	2.62	0.58	2.87	0.71	2.79	0.68	A
5	Librarians are adequately rewarded based on job performance	2.69	0.78	2.71	0.66	2.70	0.70	A
	Cluster Mean	2.68	0.64	2.88	0.70	2.82	0.69	A

1. *R = Ranking, \bar{X} = Mean, SD = Standard Deviations, N = Population, A = Agree, Dec. = Decision*

Table 6 presents the descriptive statistics of the perception of librarians on the impact of the reward system on the organizational climate of the libraries. The overall individual mean score of the items reveals that the promotion system is fair (2.90); the university's salary scale is competitive with similar universities (2.88); librarians have a strong sense of satisfaction (2.83); good work is suitably appreciated (2.79). Librarians are paid appropriately (2.79), and librarians are adequately rewarded based on job performance (2.70).

Table 7: Descriptive statistics on the impact of teamwork on organizational climate in university libraries in Nigeria.

R	ITEMS	N=131						Dec.
		South East (SE), N = 42		South-South (SS) N =89		The Overall (SE & SS), N =131		
		\bar{X}	SD	\bar{X}	SD	\bar{X}	SD	
1	My unit collaborates well with other units	3.02	0.56	3.15	0.56	3.11	0.56	A
1	I have a positive relationship with my co-workers.	3.00	0.44	3.16	0.54	3.11	0.52	A
2	There is a caring and cooperative spirit in my library	2.95	0.44	2.94	0.59	2.95	0.55	A
3	I do not feel that the pressure of work is excessive	2.93	0.51	2.90	0.52	2.91	0.52	A
4	I am rarely put under work pressure by my University librarian/immediate head of unit	2.88	0.59	2.85	0.67	2.86	0.64	A
5	Work rarely piles up faster than I can complete it	2.79	0.68	2.83	0.66	2.82	0.67	A
	Cluster Mean	2.93	0.54	2.97	0.59	2.96	0.57	A

R = Ranking, \bar{X} = Mean, SD = Standard Deviations, N = Population, A = Agree, Dec. = Decision

Table 7 shows the descriptive statistics of the perception of librarians on the impact of teamwork on the organizational climate of the libraries. The result reveals that all the constructs in this component yielded positive mean ratings. The respondents agree that there is a collaboration among units in the libraries (3.11); positive relationship exist among workers (3.11); the libraries have a caring and cooperative atmosphere (2.95); job pressure is not excessive(2.91); librarians are rarely put under work pressure by their university librarian/immediate head of unit(2.86). With a mean score of 2.82 0.67 and a standard deviation of 2.82 0.67, and rarely work piles up faster than it can be completed (2.82). According to the result above, respondents have a favorable opinion and are extremely satisfied with this factor.

Discussion

According to the study's findings, the grand mean and standard deviation of the organizational environment of public university libraries in South-South Nigeria are slightly higher (2.99), according to the study's findings than the grand mean and SD for the southeast

zone (2.91). The differences in work environments are explained by the mean evaluations of respondents in the two geopolitical zones. Individuals with varied work values are contained in various work situations (Castro & Martins, 2010). This is because people's satisfaction with various aspects of their jobs is dependent on specific combinations of climate factors. The findings of this study tend to contradict the findings of

Sujatha evaluated the current organizational climate at Mahatma Gandhi University Library and found out that most respondents were dissatisfied with the reward system, promotion, job rotation, and leadership styles.

The study's findings show that librarians have a satisfactory level of communication; as a result, employees believe that information on changes and plans is readily available and disseminated by management. This supports the assertion that libraries with supportive environments can stimulate active involvement, healthy information sharing, and constructive dispute resolution (Noordin et al., 2010). Furthermore, the organizational structure, work atmosphere, leadership style, and remuneration were all viewed favorably. This supports the assertion that businesses who pay attention to all the aspects that affect their employees' well-being are more likely to keep their best employees, save money, and increase productivity (Kampert, 2008).

The findings on teamwork show healthy collaboration among the librarians and the sections/units, which makes for a healthy organizational climate. This is in line with Gkoutidou's ideas, who believe that partnership allows employees to feel comfortable taking on challenging jobs with the help of their coworkers. These findings suggest that if university officials continue to assess and enhance these elements, librarians will have a high level of job satisfaction and perform efficiently. If these criteria are ignored, however, librarians' performance may suffer.

Recommendations

Every library needs positive reinforcement in order for librarians to be motivated to fulfill their daily activities. One of the most effective strategies to improve the climate in the library is to identify and reinforce these components. Realistic goals, effective lines of communication, a clear workplace structure, and a sense that their manager values their abilities and personal traits are all factors that help inspire librarians.

Public university libraries' working environments should be regularly upgraded. If librarians are forced to work in a crowded setting, they feel suffocated. There should be enough room to work without being disturbed by noise or dust.

The library's administration must ensure that the workstation, equipment, and furnishings, among other things, are suitable and welcoming. When librarians work in a pleasant setting, they are less stressed, sad, creative, content with their careers, and capable of meeting job objectives. Management should provide and employ internal measures that can provide information anonymously, such as suggestion boxes.

Despite the positive perception of the organizational climate, there is a need to update the reward system regularly. Using a formal rewards system to incentivize librarians can be highly effective. They can be compensated based on measurable performance measures, such as a pay bonus if a specific assignment is completed. Other incentives could include additional vacation days or a thoughtful gift. Praise can also be used as an informal prize to show librarians that management appreciates their efforts.

Conclusion

This study has tried to identify the factors that affect organizational climate for optimum performance of librarians that culminate in achieving goals of the public university libraries in

Nigeria. It has established that job satisfaction, performance, and productivity are dependent on a positive organizational climate, which is subject to effective communication, sound organizational structure, work environment, team spirit, leadership style, and reward system

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