

**WORK ENVIRONMENT AND EMPLOYEE PERFORMANCE IN UNIVERSITIES LIBRARIES  
IN SOUTHERN NIGERIA**

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**Abstract**

*This study investigated work environment and performance of employees in University libraries in Southern Nigeria. The survey research design was adopted for the study while questionnaire was used as the major instrument of data collection. Total enumeration was used to survey all the librarians spread across the 38 public universities in Southern Nigeria. High levels of both contextual and tasks performance were established among the employees in the university libraries surveyed. The study also established a positive significant relationship between work environment and the performance of the university employees. Though the study revealed a significant combined influence of work environment indicators on both task and contextual performance of the university library employees, only occupational safety, work load and health safety were found to have relative influence on task performance while physical environment was the only work environment indicator that has significant influence on contextual performance of the employees of university libraries in Southern, Nigeria. The study recommended the*

*provision of conducive work environment for employees in university libraries for optimum job performance.*

**Keywords:** *Employee performance, Contextual performance, Task performance, Work environment, University libraries, Southern Nigeria.*

### **Background to the Study**

The relevance of employee performance is becoming glaring, thereby leading to organizations in search of highly performing employees to meet their goals, deliver products and services they specialized in, and help in giving them competitive advantage. Consequently, employee's performance has become a major tool in measuring the effectiveness of employees on the job. High performance is important for the employees because accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride while low performance and poor achievement of goals might be dissatisfying to an employer. Moreover, performance if it is recognized by others within the organization is often rewarded by financial and other benefits. This situation is similar to happenings in the academic library settings.

In the university system, libraries are established to provide high quality information services and knowledge acquisition for students in support of teaching and research for university staff members and community where it is situated, Therefore, their performance and productivity on the job can be determined by the level of motivation received on the job. It is based on this claim that Tella, Ayeni and Popoola (2007) asserted that no matter how automated an organization or a library may be, high performance still depends on the level of motivation and the effectiveness of their employees. It is a common phenomenon to hear many librarians expressing their frustrations over the absence or the inadequate recognition of their performance by the management of their libraries. Some even go to the extent that their libraries have never sponsored them on any training programme. All these complaints or lamentations add up to disenchantment and low self-esteem of staff; which in turn affect job performance of the staff (Adeoye & Sunday, 2017).

The performance of library staff is often linked to physical work environment factors such as availability of library facilities as indicated in the study of Ajegbomogun and Diyaolu (2018). The authors noticed that if adequate and relevant facilities such as current printed materials, printers, Internet/email, multimedia projectors, CD-ROMs, air conditioners/fans are adequately available in the library it will eventually enhance their job performance. In their study on performance appraisal in academic library, Ogunlana and Oshinaike (2016) declared that libraries employ a diverse group of employees with various levels of education and responsibility and that as libraries have incorporated more technology in their processes, the staff employed by libraries has necessarily become more varied.

Researchers have developed different models to measure employee performance. Notable -among the models are Borman and Motowidlow (1997) and Campbell, Gasser and Oswald (1996) models of job performance. Campbell, et al (1996) theory has emerged as a widely applicable model of job performance. The model enunciates eight components of job performance which are job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstration of effort, maintenance of personal discipline, facilitation of peer and team performance, supervision/leadership and management/administration. Borman and Motowidlow (1997) is an extension of Campbell's work, which identified two types of employee performance namely: task performance and contextual performance. This study was anchored on the indicators of job performance by Borman and Motowidlow.

Task performance encompasses activities carried out to serve and maintain the technical part of an organization such as planning and supervision which describes obligatory behaviour of an employee. Indicators of task performance according to Koopmans, Bernaards, Hildebrandt, Schaufeli, Henrica, and van Der (2011), include work quality, decision making, keeping knowledge up to-date, completing job tasks, work quantity, solving problems, job skills, job knowledge, working accurately and neatly, planning and organizing, administration, oral and written communication, monitoring and controlling resources. Contextual performance, on the other hand, is regarded as spontaneous behaviour through which a worker supports and enhances the workplace environment. These might include the ability to see what needs to be done even when it is not explicitly part of one's formal job description, as well as transmission of positive attitudes to and among managers, colleagues and patrons.

Moreover, Koopmans et al (2011) developed indicators of contextual performance to include industriousness, enthusiasm, attention to duty, extra tasks, effort, initiative, resourcefulness, persistence, motivation, dedication, proactivity, organizational commitment, creativity, cooperating with and helping, politeness, effective communication, interpersonal relations. However, only few studies used the foregoing indicators to measure employee performance in academic libraries. Therefore, performance of university library employees would be measured using task performance and contextual performance within the context of this study. Literature is replete with factors that determine employee performance in academic libraries. It has been highlighted in literature that high employee performance in academic libraries is strongly connected to variables such as professional practice, motivation, contribution to the overall development of the library, ability to attend promptly to clients request as well as, meeting minimum requirements for promotion (Adeoye and Sunday, 2017; Amusa, Iyoro, and Ajani, 2013). Employee performance output in academic libraries is also linked to performance appraisal, a technique for determining staff compensation but not a management tool for strengthening superior - subordinate relationship (Ikonne, (2015).

Empirical findings and observations have highlighted the importance of conducive work environment to record high employee performance among university librarians. Work environment refers to everything that forms part of employees' involvement with the work itself. Workplace environment is the sum of interrelationships between employees and employers and the place in which they operate. It includes the work space, organizational culture, relationship with co-workers and supervisors, facilities and equipment, as well as opportunities for personal development (Akinyele, 2010). In other words, employees need enabling work environment to ensure best contribution towards achievement of organizational goals. Several studies have shown that work environment can be good or bad (Asigele-Oswald, 2014; Chandrasekar, 2011; Naharuddin and Sadegi, 2013; Samson and Waiganjo, 2015). According to these scholars, a good workplace environment gives pleasant experiences to the employees and helps to bring out the best in them while bad workplace environments give painful experience and de-actualizes employees' behaviour. A good workplace is a place where the workers feel at ease and appreciated and workers in such environments are often more productive and happier. On the other hand, a poor work environment is one where the worker feels unappreciated, threatened or unsettled resulting in poor employee performance and high turnover rate. The understanding of work environment necessitates a theoretical framework.

This study employs the Theory of Work Adjustment (TWA) developed by Dawes and Lofquist in the University of Minnesota in 1984 as the theoretical support for work environment. TWA was used to explain the relationship among employees and their work environment. TWA proposes that each person has a work personality that consists of needs and abilities and that work environment seeks employees who

fulfill the ability requirements that the environment needs to function and in exchange provides employees with a reinforcer system (such as pay, benefits and other conducive work environment) to reinforce desirable behaviours. Also, TWA posits that employees' behaviour is shaped and maintained by the work reinforcers that are provided by the environment (Hesketh and Griffin, 2005). Given the nature of work (a situation that is meant to fulfill needs), it makes sense that individuals seek work environments that fulfill their needs or requirements for work-related reinforcers. Indeed, TWA is rooted in the concept of work reinforcement (Shubsachs, Rounds, Dawis, and Lofquist, 1978). In the application of TWA, most researchers measure characteristics of the person more often than the environment. Similarly, this study follows the individual difference perspective. This study attempts to fill this gap by attempting to measure characteristics of the work environment of employees in the libraries.

The workplace environment influences employee morale, productivity and engagement either positively or negatively. The type of workplace environment in which employees operate can also determine whether or not organizations will prosper. Therefore, the work environment of university library employees is very important because it determines how effective and efficient, they would be in performing their assigned duties. In addition, academic librarians would be contented when they feel that their immediate work environment is in line with their obligations (Farh, 2012). A number of researches on work environment have shown that workers are satisfied with some features of workplace environment and that these features preference are highly significant to employees' productivity and workspace satisfaction. Some of these features include lighting, ventilation rates, access to natural light, work load, occupational safety, health safety, physical work environment, (Ajala, 2014).

Physical work environment in the library can affect the productivity of librarians. Amir (2010) states that a physical workplace is an area in an organization that is arranged for work activities in order to achieve the goals of the organization. The physical work environment setting can impact on the level and nature of social interaction between co-workers. The physical environment may also offer more or less physical safety. A study by Barry (2008) found that whenever there is an improvement in the physical design of office building, productivity through employee performances is increased by about 5-10 %. In addition, health safety of workers is another aspect of work environment that can hinder or promote employee performance on the job. The nature of the physical condition under which employees work is important to employee job performance. Offices and factories that are too hot and ill-ventilated are debilitating to effort. Physical work environment factors that can promote employee performance include adequate supply of drinking water, restrooms, toilets, first aids facilities, among others. Although, these factors are important, achieving a conducive physical work environment might not be possible without positive attitude of management. Though one of the primary tasks of the managers is to motivate people in the organization to perform at high levels. Better physical workplace environment has the tendency to boost employees' performance and ultimately improve their productivity. The academic library immediate work environment in terms of actual physical layout and design of an office is extremely important when it comes to maximizing individual performance. Poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting and excessive noise can adversely affect employee performance if not given adequate attention.

Furthermore, occupational safety is an important aspect of work environment that organizations must take seriously. It has become integral component for the viability of business for employers, labour union, and governments. Occupational safety of employees is aimed at the protection and promotion of the health of workers by eliminating occupational factors and conditions hazardous to safety at work. According to Marlow and Oxenburg (2004), the safety of all employees is closely linked to the organization's productivity in all workplaces and concerned with the adaptation of the work environment to workers for

the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations. Recent occupational health data indicate that 40%-50%, of the world population is exposed to hazardous conditions in the workplace (Ibrahim, Paul and Jared, 2017). Human resources management policies such as health and safety, communication, participation, involvement, and work design can build a pretty and safe working environment combining with the employees who have opportunity in joining decision-making process. However, lack of sufficient support on the part of organization could lead to decreased loyalty and reliability as well as work alienation. The health of employees also deserves serious consideration because without good health, an employee may not be fully productive at the workplace.

The World Health Organization (WHO) defined health in its broader sense as a state of complete physical, mental, and social well-being and not merely the absence of diseases or infirmities (WHO, 2006). Some organizations do not give the protection of their workforce the attention it deserves. This could be down to a lack of knowledge, skills and motivation, or limited staff resources. Previous research has shown that cost is also an important factor. Also, lack of capital is an impediment to make a proper investment in health of employees in some cases. Few organizations measure or understand the costs of health failures to their organization and miss out on valuable opportunities to make improvements (Haefeli, Haslam and Haslam, 2005). This is partly because of the challenge of establishing exactly how effective health management is related to a wide range of performance measures, from profit to staff turnover.

Workers all over the world are faced with a multitude of health hazards, such as pollutions, dusts, gases, noise, vibration, and extreme temperatures. Unfortunately, some employers assume little responsibility for the protection of workers' health and safety. In fact, some employers do not even know that they have the moral and often legal responsibility to protect workers. As a result of the hazards and lack of attention given to health, work-related accidents and diseases are common in most parts of the world. In many organizations today, managers are faced with crucial issues of occupational health and safety than before. The reason is that the workers just like any other resources require maintenance and care in order to maximize their productivity. Hence, for academic librarians to perform well on the job, their health and safety demands adequate attention.

Work load is another aspect of work environment that affects employees. Workload is the amount of work that an individual carries out from day to day. High workload can lead to stress among academic library employees, if not well managed. Work load stress can result from organization of work such as lack of autonomy and control over work, shift work, wage scales and routine as well as repetitive work. Stress associated with work organization has been shown to contribute to cardiovascular disease, muscular skeletal problems and other conditions. Other than the transfer of unsafe technologies, the changing nature of work can have a dramatic impact on worker's health. Academic librarians often complain of excessive workload and this often reduces their productivity on the job. In other words, high workload comes with high levels of stress. Different types of workload stress have been identified by scholars. For instance, ergonomic stress level like body motion and posture, physical effort, active hazards and environmental stressors can predict accident involvement on the job. Also, employees with heavier workloads are more likely to experience workplace accident. The existing work environment features in academic libraries were the fact that people in the library pay a lot of attention to getting the work done and they follow set rules in doing their work while also indicating that, the prevailing work environment feature in academic libraries was task orientated (Mayowa-Adebara and Aina, 2016).

In summary, for employees in university libraries to bring about a meaningful change and attain high job performance, the roles of work environment cannot be overlooked. Employees work environment is vital

to their productivity and performance on the job. Few studies have established the conduciveness of work environment and level of employee performance in university libraries in southern Nigeria. It is on this premise that this study sets out to look into the issue of work environment and employee performance in university libraries in Southern Nigeria.

### **Objectives of the Study**

The main objective of the study is to investigate the influence of work environment on employee performance in University libraries in Southern Nigeria. The specific objectives are to:

1. determine the level of employee performance in university libraries in Southern Nigeria;
2. find out the conduciveness of work environment in university libraries in Southern Nigeria;
3. ascertain the relationship between work environment and employee performance in university libraries in Southern Nigeria;
4. determine the combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria;
5. establish the combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria;
6. find out the relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria; and
7. determine the relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria

### **Research Questions**

The study provided answers to the following research questions:

1. What is the level of employee performance in university libraries in Southern Nigeria?
2. How conducive is work environment in university libraries in Southern Nigeria?

### **Research Hypotheses**

The following hypotheses were tested at 0.05 levels of significance.

1. There is no significant relationship between work environment and employee performance in university libraries in Southern Nigeria
2. There is no combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria
3. There is no combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria
4. There is no relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria
5. There is no relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria

### **Literature Review**

Employees are important human resources in any organization and their performance is vital to the growth of the organization. Armstrong (2000) indicates performance as both behaviour and results and emphasizes that both behavior (input) and results (output) need to be considered when managing performance. According to Lee and Wu (2011), employee job performance is defined as workers' total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Equally, Liao, Lu, Huang and Chiang (2012) perceived job performance as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. Anitha (2014) on the other hand, define employee performance as an indicator of financial or other outcome of the employee that has a direct linking with the performance of the organization as well as its achievement. It further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development are major factors that determine employee performance. Others include reward program, guidelines and procedures and workstation wellbeing as well as employee engagement. Ahmad and Shahzad (2011) assumed employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization, they added that compensation practices, performance evaluation and promotional practices are determinant of employee performance.

Mathews and Khan (2015) argued that, for any organization, employees are very important assets. One of the reasons for recognition of organization is employees. Many employees spend most of the time on generating activities in the workplace. Thus, the work environment plays a very important role if the academic libraries would like to maintain better productivity. There are four factors of works environment which has impact on employee productivity that are: lighting, noise, temperature and furniture. An adequate lighting system, furniture, reduction in noise pollution as well as temperature can impact employees both physically and psychologically. Some health problems that may occur are headaches, as a result of poor lighting system and undesirable noise, respiratory problems as a consequence of poor air quality, fatigue as a result of inappropriate furniture, and so forth. In the long term, these problems would impact the financial wellbeing of the organization. In addition, in order to maintain employee's productivity, administrative office managers should organize the workplace environment based on ergonomically sound workshop in which all of the environmental aspects can be appropriate for employee.

Work environment plays an important role towards employees' performance in academic libraries. By understanding the influence of work environment on employee's performance, academic libraries can better understand the aspects of work environment that influences their performance on the job. A supportive work setting can be described as an environment that attracts individuals, encourages them to remain in the workforce and enables them to perform efficiently and effectively. According to Asigele-Oswald (2014), the purpose of providing attractive work environments is to create incentives for recruitment and retention. In addition, supportive work environments provide conditions that enable workers to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality services (Leshabari, Muhondwa, Mwangi and Mbembati, 2008). Kohun (2002) defined work environment as, the totality of the interrelationships that happens within the workers and the environment in which they work.

Moreover, a conducive work environment drives employee to acquire experience and actualize their true potentials and behaviours thereby reinforcing self-actualizing behavior among workers. For instance, an irresponsible employee changing into a responsible employee in a conducive work environment. Kyko (2005) noted that toxic environment brings about unpleasant experiences and also demotivates employees. Toxic environment also reinforces low self-actualizing behaviours and it is a breeding ground for the development of negative traits of the employees' behaviour. Opperman (2002) perceived work

environment as a combination of three major categories namely: the human environment, the technical setting, and the organizational environment. The human construct of work environment captures peers, relationship matters, team and work groups, others with whom employees relates, the leadership and management. This dimension of work environment is designed to promote informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced. This is a basis to attain maximum productivity.

Technical environment represents equipment, tools, technological infrastructure and technical or physical aspects. Organizational aspect of work environment includes systems, procedures, practices, values and philosophies which are within the control of the management. Cunnen (2006) contended that, a positive workplace environment leads to better safety practices, less employees' turnover, improved employees' wellbeing easier to attract fewer cases of fraud and retention of qualified employees. Creating a work environment in which employees are productive is essential to increased profits for organization, corporation or small business.

Chandrasekar (2011) submitted that, management should take into cognizance the following in order to ensure conducive work environment: understand that the work environment can greatly affect employee morale. A dreary office lacking light and colour can cause depression and a lack of motivation. The workspace should be brightening up with a soothing paint job, green plants, and tasteful artwork; encourage communication between employees and management. Doing so will allow employees to feel comfortable to voice their opinions and make suggestions to improve conditions and work; organization mission statement should be revised to include all employees and departments to ensure each employee feels as though they are an integral part of the organization's future and make sure the values and ethics of the organization are of those employees can take pride in.

For nearly two decades, extensive studies have been conducted researchers on the influence of dimensions of work environment regarding physical, social and psychological factors. Notably amongst these studies is the work of Franco, Bennett, Kanfer and Stubblebine (2000) who argued that, employees, motivation, job satisfaction, job involvement, job performance, and health have been found to be evidently influenced by psycho-social environment of work organization. In his investigation, Akinyele (2010) noted that, 80% of productivity problems are captured in the job surroundings of most work establishments. The effective and efficient utilization of the human resources at the disposal of organizations will give way for businesses to steer the trouble waters of risks and uncertainties and the present dynamic nature of economic situations. Therefore, it is a mandatory that organization manages and utilizes its financial and physical resources meaningful (Noah and Steve, 2012). Akinyele (2007) asserts that conducive job surrounding promotes the happiness of employees which regularly enable them immerse themselves to their roles with all vigour that may translate to higher effectiveness in the workplace.

Moreover, the workplace environment that is set in place impacts employee morale, productivity and engagement both positively and negatively (Akinyele, 2007). It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness hitherto not considered key benefits are now primary considerations of potential employees, and common practices among the most admired organizations. In an effort to motivate workers, firms have implemented a number of practices such as performance-based pay, employment security agreements, and practices to help balance work and family, as well as various forms of information sharing. People working in such environment are prone to occupational disease and it impacts on employee's performance. Thus, productivity is decreased due to the workplace environment. It is a wide industrial area where the employees are facing a serious problem in their work place like environmental and physical factors. Specifically, work environment incorporates the



concept of psycho-social work environment, thereby allowing a broad perspective of how people are affected by their experience of job satisfaction, stress and employment (Hvid and Hasle, 2003). Several authors have developed measures such as employee participation in the workplace, employees' appreciation, and flexibility of task given to employees (Boxall and Macky, 2003; Gustaffson and Szebehely, 2009; Sell and Cleal, 2011; Wood and Wall, 2007; Gustaffson and Szebely, 2009). Psycho-social components of the work environment are workload, levels of stress experienced, work place conflicts, threats or violence at the workplace (Sell and Cleal, 2011).

Oyvind (2011) aimed to examine the work environment and the associations with safety, and see the relations with occupational accidents and undesired events on board industrial and cruise ships, using 215 seafarers, with a response rate of 35%. When conducting the hierarchical block regression analysis separately on superiors/officers and subordinates/ratings, the work environment emerged as a predictor for safety status (compliance, attitudes and commitment). Leshabari, et al. (2008) established that the physical elements in the workplace namely overcrowding or poor layout can lead to common types of accident such as tripping or striking against objects. Physical elements of the workplace like office building space are also strongly linked to employees' performance in the workplace. Environmental influences like floor level of office, office layout, and level of employees' interaction had significant effects on workers job output (Leshabari, et al., 2008). Another aspect of work environment that promotes job effectiveness is performance feedback. According to Oswald (2012), performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Work incentives are another dimension of work environment that encourages employees' productivity on the job. The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required (Oswald, 2012).

In his study on workers physical surroundings, Brenner (2004) established that, the conditions of workplace will to a great extent affect the ability of employees to share knowledge that can impact on the growth of the organization. The quality of comfort provided to workers on the job variable promotes high level of job satisfaction and productivity. Workers productivity cannot be optimal, if the conditions of work environment are not favorable because, improved work environment enhances employee's productivity (Brenner, 2004). Sound is another dimension of work environment that affects employees' performance on the job. According to Peltoranta (2010), about 30-40% of people are sensitive to sound, to whom having the right kind of sound environment is especially important. Technology licentiate and sound design experts, says buildings need to be designed in a way that the right sounds are heard and the unwanted noise is not.

Furthermore, with respect to workplace factors and their relationship to employees' performance, two major approaches can be distinguished: (1) those that focus on situational factors enhance and facilitate performance and (2) those that attend to situational factors which hinder performance. At present, organizations and work as a whole are undergoing dramatic changes which have implications for conceptualizing and understanding employees' performance. There are five major trends redefining employees' job performance namely the importance of continuous learning, the relevance of proactivity, increase in teamwork, globalization, and technology (Sonnentag and Frese, 2017). According to Inuwa (2016), organizations both in the private and public sector across the globe rely on their workforce for optimum productivity which will in turn result to organizational efficiency and success. In this case, the author emphasized the need for ensuring employee job satisfaction becomes a matter of necessity to every organization. Similarly, Oluwafemi (2010) stated that organizational effectiveness and efficiency depends on how effective and efficient the employees in the organization are.

Literature is replete with studies on employee performance in academic library. Amusa, Iyoro, and Ajani (2013) in their study found job performance fair with variables such as professional practice, contribution to the overall development of the library, ability to attend promptly to clients request as well as, meeting minimum requirements for promotion. Mohammed (2010) posits that all those training program that the staff are exposed to; enhance the professional and para-professional staff to be current with new knowledge and development in their field. The more staff undergoes staff development trainings, the more they will be committed and improved in their job performance. It is pertinent for the library staff to work in the direction of providing adequate information resources that will satisfy the library users or patrons and sustain effective library service delivery. Ajegbomogun and iyaolu (2018) examined how the availability of library facilities can enhance knowledge sharing among librarians and improves their job performance. They used total enumerations of 116 staff in the three universities used for their study in south-west, Nigeria. The universities are- Federal University of Agriculture, Abeokuta (FUNAAB), University of Ibadan (UI), Ibadan and University of Lagos (UNILAG), Lagos. The result indicated that the majority of the staff were highly exposed to library facilities that encourage job performance.

Amusa, Salman and Ajani (2014) contended that frustrations abound in virtually all human engagements and professions, library and information services inclusive. They employed a survey research method to investigate the incidence of occupational frustration variables among thirteen public owned university in South-West Nigeria using 253 librarians. The study confirmed the existence of occupational frustrations among the librarians. The study found that librarians were exposed to the frustration variables in this order: Absence of opportunity to reach the peak of career, infrastructural problems and poor working environment, stress, work load, techno stress, poor motivation, absence of participating management, absence of open communication, lack of opportunity for further education, and poor staffing. The likely impact of these frustration variables were put across to the respondents in order to know whether they happen to them. Every item identified as the effect was responded to in various degrees. Low productivity was the top most as most participants claimed absenteeism, inability to work fully at work daily and lateness to work were the other significant effects. Low interest and lack of concentration on assigned duties and emotional instability were the less significant effects reported.

Madukoma, Bamidele and Unegbu (2016) investigated factors that motivate Nigerian cataloguers and also to determine their job performance level using a sample size of 100 participants at the 2015, Classification and Indexing section of Nigerian Library Association held at Obasanjo Presidential Library Abeokuta, Ogun State. Factors that motivated work performance are job status, promotion, ability to use initiative, job security, working environment, salaries and incentive/fringe benefits. Furthermore, cataloguers in Nigeria tend to exhibit highly effective job performance. This is premised on the fact that majority of the respondents upheld the view that, work productivity and quality of work were measured to consider the best among alternative measurements. Initiative, work efficiency, work effectiveness; problem solving, response to stress, team work followed accordingly. With the result of this analysis it was evident that Nigerian cataloguers have high job performance in their various libraries.

Oyvind (2011) aimed to examine the work environment and the associations with safety, and see the relations with occupational accidents and undesired events on board industrial and cruise ships, using 215 seafarers, with a response rate of 35%. When conducting the hierarchical block regression analysis separately on superiors/officers and subordinates/ratings, the work environment emerged as a predictor for safety status (compliance, attitudes and commitment). Several significant differences in the beta value between the two groups were also found. When testing the differences in the safety status on ships with high and low number of undesired events and accidents, separately on the two groups, significant

differences emerged only for superiors and officers; Significant differences were found in compliance when testing high and low number of undesired events, and for high and low number of accidents safety status and compliance emerged significant. Without assuming causation, the work environment appears to be a possible alternative and indirect way of improving on the safety status on board ships (Oyvind, 2011). Farh and Seo (2012) reported that, when physical perceptions and emotional states are in agreement with employees' obligations, it leads to job satisfaction.

Leshabari, et al. (2008) established that the physical elements in the workplace namely overcrowding or poor layout can lead to common types of accident such as tripping or striking against objects. Physical elements of the workplace like office building space are also strongly linked to employees' performance in the workplace. Environmental influences like office level of office, office layout, and level of employees' interaction have had a significant effect on workers job output (Leshabari, et al., 2008). Another aspect of work environment that promotes job effectiveness is performance feedback. According to Oswald (2012), performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Work incentives are another dimension of work environment that encourages employees' productivity on the job. The organization determines what motivates its employees and sets up formal and informal structures for rewarding employees behaving in the way required (Oswald, 2012).

A study conducted by Mohamed (2005) showed that, substantial changes in job compensations, promotions, and benefits helps boost workers' job satisfaction in turn increases work productivity. Studies have also shown that work environment also manifests itself in the area of comfort level. Comfort level factors like lighting, ventilation, temperature and presence of privacy can have a direct impact on employees' health (Chandrasekar, 2011; Mohamed, 2005). For instance, when the work temperature is very high, this can lead to heat exhaustion and exhaustion as a result in poor performance (Chandrasekar, 2011). Supervisor support is also crucial for employees to complete the job. Supervisors' interpersonal role is important to encourage positive relations and increase self-confidence of the employee and in return improve employee performance. In his study, Namuba (2008) reported that supportive supervision on the job brings about employees' performance.

Oyintola, Abiodun and Ajani (2013) investigated the work environments and job performance of librarians working in public universities in South-West, Nigeria with the aid of survey research approach. The environmental indicators focused in the study were physical facilities, open communication, motivation, participatory management, that is participation in decision making, and staff development and personnel emolument. The study revealed that librarians' work environment in terms of physical facilities is fairly favourable, open communication is fairly favourable with very few of them believing it is unfavourable. Larger percentage of the population adjudged their motivation level as fairly favourable. As regard the issue of participatory management, half of the librarians claimed it was fairly favorable; staff development was equally seen by the majority as fairly favorable, while few claimed it was favourable. There was a significant relationship between work environment and job performance of librarians working in South-West, Nigeria university libraries.

In their study on influence of spatial comfort and environmental workplace ergonomics on job satisfaction of librarians in the federal and state University Libraries in Southern Nigeria, Ikonne and Yacob (2014) revealed a positive relationship between environmental workplace factors (light, noise and ventilation) and librarians' job satisfaction. The authors contended that the functions of librarians in the University are very vital as they are to assist the faculty and students in assessing much needed knowledge. The authors further

suggested that the University management should collaborate with the University Library management in introducing and implementing ergonomic measures in the design of spatial comfort and environmental workplace factors in the libraries for a greater job satisfaction of the library workforce and the attendant of higher performance and productivity. Edwards and Fisher (2002), while commenting on library environment, stated that there should be a balance between naturally ventilated libraries with fresh air and sunshine. The library's internal and external environment should also be aesthetically inviting. Also, Kisiedu (2010) recommended that libraries should be attractive in its physical beauty and general ambience as this could attract more users.

Few studies have been conducted on Occupational Health and Safety (OHS) of employees in academic libraries. Occupational safety and health (OSH) commonly referred to as occupational health and safety (OHS) or workplace health and safety (WHS) is an area concerned with the safety, health and welfare of people engaged in work or employment (Institute for Safety and Health Management, 2014). Muchemedzi and Charamba (2006) defined occupational safety and health as a science concerned with wellbeing in connection with job setting. According to world health organization (1995), occupational health safety can be defined as a multidisciplinary activity aimed at, protection and promotion of the health of workers by eliminating occupational factors and conditions hazardous to health and safety at work; enhancement of physical, mental and social well-being of workers and support for the development and maintenance of their working capacity, as well as professional and social development at work and development and promotion of sustainable work environments and work organizations

### **Research Methodology**

The survey research design is adopted for this study. This design is considered suitable because it helps the researcher collect information directly from the study population and allows for interaction between the investigator and the study participants. The target population for this study comprises of professional and para-professional university libraries staff in the National University Commission (NUC) accredited public university libraries in Southern Nigeria. There are thirty-eight (38) public universities in the Southern Nigeria. The total number of professional and para-professional university libraries staff in Southern Nigeria under study is six hundred and sixty-five (665). Total enumeration was used to cover all the six hundred and sixty-five (665) professional and para-professional libraries staff from the 38 universities in Southern Nigeria. The use of total enumeration is based on the fact that the population of the libraries staff in the three geo-political zones is manageable. Total enumeration also helps the researcher to have an intensive study of the population.

The research instrument for this study is a questionnaire titled "Work Environment and Employee Performance" (WEEP). The questionnaire was structured into three sections. The instruments were adapted and modified from previous employee performance research by Ugwu and Ugwu (2017) and work environment study by Envag (2013). Section A of the questionnaire assesses the respondents' socio-demographic characteristics including age, gender, highest educational qualification and years of working experience while Section B measures the job performance using task and contextual performance as indicators. A four-point Likert scale type ratings ranging from Very high (4); High (3); Low (2) and Very low (1) was used under this section. This section of the research instrument addresses research question one. It has 25 items. Section C elicits information on conduciveness of work environment in university libraries using three indicators of physical work environment, occupational health, health safety and work load on a 4-point Likert-type ratings ranging from Very conducive (4), Conducive (3), Unconductive (2) Very unconductive (1). Research question two is addressed by this section of the research instrument. It has 19 items.

The content and face validation of the questionnaire was done by giving it to experts in the field of library and information management studies. The comments and corrections suggested were effected. In ensuring the reliability of the questionnaire, the questionnaire was administered on 21 library staff of University of Ilorin and 9 from Kwara state University, Malet, Ilorin in a pilot study and the Cronbach Alpha reliability coefficients were as follows: work environment ( $\alpha = 0.930$ ), employee's performance ( $\alpha = 0.967$ ) and overall reliability ( $\alpha = 0.975$ ). The high alpha scores suggests that the instrument is reliable and can be replicated by other scholars for use in future studies. Descriptive statistics such as frequency counts and percentage distribution, mean and standard deviation were used to answer research questions 1 and 2. Hypothesis 1 was tested using the Pearson product moment correlation while hypotheses 2 to 5 were tested using multiple regression.

**Research Question 1:** What is the level of employee performance in university libraries in Southern Nigeria?

**Table 4.2. The level of employee performance in university libraries in Southern Nigeria Very High (VH-4); High (H-3); Low (L-2); Very Low (VL-1), n=665**

S/N	Items	VH (%)	H (%)	L (%)	VL (%)	Mean	SD
<b>1</b>	<b>TASK PERFORMANCE</b>	362(54.4)	291(43.8)	8(1.2)	4(0.6)	3.52	.557
	Job knowledge						
<b>2</b>	Job skills	338(50.8)	317(47.7)	6(0.9)	4(0.6)	3.49	.552
3	Work quantity	328(49.3)	322(48.4)	11(1.7)	4(0.6)	3.46	.564
4	working accurately and neatly	316(47.5)	333(50.1)	14(2.1)	2(0.3)	3.45	.555
5	Keeping knowledge up to date	321(48.3)	323(48.6)	14(2.1)	7(1.1)	3.44	.594
6	Work quality	300(45.1)	350(52.6)	11(1.7)	4(0.6)	3.42	.560
7	Oral and writing communication	337(50.7)	270(40.6)	47(7.1)	11 (1.7)	3.40	.694
8	Planning and organizing of library services participation in library service	281(42.3)	329(49.5)	50(7.5)	5(0.8)	3.33	.647
9	Participation in library administration	254(38.2)	287(43.2)	100(15.0)	24(3.6)	3.16	.808
10	Solving problem	247(37.1)	307(46.2)	73(11.0)	38(5.7)	3.15	.830
11	Monitoring and controlling resources	225(33.8)	307(46.2)	119(17.9)	14(2.1)	3.12	.767
12	Decision making	218(32.8)	290(43.6)	101(15.2)	56(8.4)	3.01	.904
13	Completing job tasks is easy for me	201(30.2)	140(21.1)	152(22.9)	172(25.9)	2.56	1.171
		<b>Weighted Mean=3.27</b>				<b>3.27</b>	
<b>14</b>	<b>CONTEXTUAL PERFORMANCE</b>	342(51.4)	308(46.3)	10(1.5)	5(0.8)	3.48	.570
	Interpersonal relation						
15	Politeness relation	339(51.0)	306(46.0)	12(1.8)	8(1.2)	3.47	.598
16	Cooperating with and working with others	340(51.1)	296(44.5)	21(3.2)	8(1.2)	3.46	.620
17	Attention to duty	350(52.6)	267(40.2)	38(5.7)	10(1.5)	3.44	.672
18	Resourcefulness in accomplishing tasks	331(49.8)	298(44.8)	31(4.7)	5(0.8)	3.44	.620
19	Organizational commitment	321(48.3)	312(46.9)	27(4.1)	5(0.8)	3.43	.610
20	Dedication to duty	349(52.5)	245(36.8)	60(9.0)	11(1.7)	3.40	.722
21	Industriousness in accomplish task	300(45.1)	316(47.5)	39(5.9)	10(1.5)	3.36	.663

22	Initiative on the job	292(43.9)	310(46.6)	47(7.1)	16(2.4)	3.32	.710
23	Creativity on the job	276(41.5)	336(50.5)	43(6.5)	10(1.5)	3.32	.662
24	persisting with enthusiasm	269(40.5)	327(49.2)	65(9.8)	4(0.6)	3.30	.679
25	Motivation on the job	217(32.6)	294(44.2)	96(14.4)	58(8.7)	3.01	.906
		<b>Weighted Mean=3.36</b>				<b>3.36</b>	
		<b>Overall Weighted Mean =</b>				<b>3.32</b>	

Decision Rule: 0.10 – 1.00 = Very Low; 1.10 – 2.00 = Low; 2.10 – 3.00 = High; 3.10 – 4.00 = Very High

Table 1 presented results on the level of employee performance in university libraries in Southern Nigeria. Employee performance was considered under two indicators of Task performance and Contextual performance. On Task Performance, majority of the respondents affirmed high level of performance in job knowledge (653, 98.2%), job skills (655, 98.5%), work quantity (650, 97.7%), working accurately and neatly (649, 97.6%), keeping knowledge up to date (644, 96.9%), work quality (650, 97.7%), oral and writing communication (607, 91.3%) and planning and organizing of library services and participation in library service (610, 91.8%). The implication to be drawn from the result on task performance is that there is a high level of task performance in the areas of job knowledge, job skills, work quality, working accurately and neatly, keeping knowledge up to date, work quality, oral and written communication as well as planning and organizing of library services and participation in library service among employees in university libraries in Southern Nigeria. Considering the overall level of task performance, using the decision rule, it can be deduced that the level of task performance among employees in university libraries in Southern Nigeria is very high with mean score of 3.32.

On Contextual Performance of respondents, the result revealed that most of the respondents attested to high level of performance in interpersonal relation (650, 97.7%), politeness relation (645, 97.0%), cooperating with and working with others (636, 95.6%), attention to duty (617, 92.8), resourcefulness in accomplishing tasks, (629, 94.6%), organizational commitment (633, 95.2%) and dedication to duty (594, 83.3%). It can be deduced from the foregoing that there is a high level of performance in interpersonal relation, politeness relation, cooperating with and working with others, attention to duty, resourcefulness in accomplishing tasks, organizational commitment and dedication to duty among employees in university libraries in Southern Nigeria. Also, in establishing the level of contextual performance among employees in university libraries in Southern Nigeria, using the decision rule, a very high level of contextual performance was established with a mean score of 3.36. Moreover, an overall high level of employee performance was established with a mean score of 3.32. The implication to be drawn from the result is that there is a very high level of employee performance among university libraries in Southern Nigeria.

**Research Question 2:** How conducive is work environment in university libraries in Southern Nigeria?

**Table 2. The level of work environment conduciveness in university libraries in Southern Nigeria Strongly Agree (SA-4) Agree (A-3) Disagree (D-2) Strongly Disagree (SD-1), N=665**

S/N	Items	SA (%)	A (%)	D (%)	SD (%)	Mean	SD
1	<b>PHYSICAL WORK ENVIRONMENT</b> Work place for staff is comfortable)	185(27.8)	336(50.5)	81(12.2)	63(9.5)	2.97	.883
2	Facility for waste disposal is available	177(26.6)	314(47.2)	121(18.2)	53(8.0)	2.92	.873
3	There is open office arrangement system	156(23.5)	323(48.6)	116(17.4)	70(10.5)	2.85	.899
4	Damage furniture and equipment are repaired on time	192(28.9)	208(31.3)	181(27.2)	84(12.6)	2.76	1.006
5	There are enough quality work place furniture for all staff	173(26.0)	220(33.1)	182(27.4)	90(13.5)	2.72	.998
		<b>Weighted Mean=2.84</b>				<b>2.84</b>	
6	<b>OCCUPATIONAL SAFETY</b> Exit door are available in case of emergence	214(32.2)	288(43.3)	112(16.8)	51(7.7)	3.00	.893
7	Security gadget (e.g alarm, smoke indicator) are functional	225(33.8)	234(35.2)	133(20.0)	73(11.0)	2.92	.986
8	Cases of theft are minimal	203(30.5)	249(37.4)	150(22.6)	63(9.5)	2.89	.948
9	I have seen first aid kit around the library	221(33.2)	222(33.4)	150(22.6)	72(10.8)	2.89	.990
10	Staff of life is guaranteed at the library	184(27.7)	265(39.8)	132(19.8)	84(12.6)	2.83	.975
11	Staff have adequate safety training	157(23.6)	253(38.0)	177(26.6)	78(11.7)	2.74	.950
		<b>Weighted Mean=2.87</b>				<b>2.87</b>	
12	<b>HEALTH SAFETY</b> The quality of ventilation in the library offices is good	186(28.0)	294(44.2)	142(21.4)	43(6.5)	2.94	.865
13	General cleanliness of work environment is good	196(29.5)	276(41.5)	152(22.9)	41(6.2)	2.94	.876
14	There are no work-related illness in the last one year	168(25.3)	316(47.5)	118(17.7)	63(9.5)	2.89	.893
15	Restrooms are adequate and usually clean	168(25.3)	308(46.3)	127(19.1)	62(9.3)	2.88	.896
16	There is adequate drinking water at work station	182(27.4)	270(40.6)	124(18.6)	89(13.4)	2.82	.982
		<b>Weighted Mean=2.89</b>				<b>2.89</b>	
17	<b>WORK LOAD</b> Employee are given adequate time to complete tasks	140(21.1)	300(45.1)	160(24.1)	65(9.8)	2.77	.890
18	There are enough staff to handle various tasks	158(23.8)	243(36.5)	197(29.6)	67(10.1)	2.74	.933
19	Workload of employee is not too heavy	170(25.6)	240(36.1)	152(22.9)	103(15.5)	2.72	1.013
		<b>Weighted Mean=2.74</b>				<b>2.74</b>	
		<b>Overall Weighted Mean</b>				<b>2.84</b>	

Decision Rule: 0.10 – 1.00 = Very Unconductive; 1.10 – 2.00 = Unconductive; 2.10 – 3.00 = Conductive; 3.10 – 4.00 = Very Conductive

Table 2 presented results on the conduciveness of work environment in university libraries in Southern Nigeria. The conduciveness of the work environment was considered under four indicators of physical environment, occupational safety, health safety and work load. Task performance and Contextual performance. On the conduciveness of physical environment, most of the respondents agree with the fact that; work place for staff is comfortable (521, 78.3%), facility for waste disposal is available (491, 73.8%) and there is open office arrangement system (479, 72.1%). It can be deduced from the foregoing that there are conducive workplaces for staff, facility for waste disposal and open office arrangement. Moreover,

using the decision rule, a conducive physical environment was established with a mean score of 2.84. It can therefore be deduced that the physical environment in university libraries in Southern Nigeria.

On the occupational safety of the work environment of the respondents, the result revealed that most of the respondents in the university libraries surveyed affirmed; availability of exit doors in case of emergency (502, 75.5%), functional security gadgets such as alarm, smoke indicators etc (459, 69.0%), minimal cases of theft (452, 67.9%), and availability of first aid kit around the library (443, 66.6%). It can be deduced from the foregoing that; availability of exit doors in case of emergency, functional security gadgets such as alarm and smoke detectors and first aid kit around the university libraries topped the list of occupational safety measures available in university libraries in Southern Nigeria. In determining the level of occupational safety measured in the surveyed university libraries, using the decision rule it can be inferred that there is a conducive occupational safety measure with mean score of 2.87. The implication to be drawn from the result is that there is conducive occupational safety measure in university libraries in Southern Nigeria.

The result on health safety of university libraries in Southern Nigeria revealed good quality ventilation of library offices, good general calmness of work environment and absence of work-related illness with response rates of 480, 72.2%, 472, 71.0% and 484, 72.8% respectively as affirmed by majority of the respondents. It can therefore be deduced that good quality of ventilation in library offices, general calmness of work environment and absence of work-related illnesses are major health safety measures available in university libraries in Southern Nigeria. In determining the level of conduciveness of health safety measure available in the surveyed university libraries, the result revealed availability of conducive health safety measures with a mean score of 2.89.

On the work load assigned to employees in the university libraries surveyed, most of the respondents attested to the fact that employees are given adequate time to complete task (440, 66.2%) and that there are enough staff to handle various tasks (401, 66.2%). The work load was found to be conducive with mean score of 2.74. The implication to be drawn from this result is that the work load in university libraries in Southern Nigeria. Overall, the work environment of employees in university libraries in Southern Nigeria was found to be conducive since the mean score was 2.87.

**Testing of hypotheses**

1. There is no significant relationship between work environment and employee performance in university libraries in Southern Nigeria

**Table 3: Result of PPMC showing the significant relationship between Work environment and employee performance in university libraries in Southern Nigeria**

Variable	Mean	Std. Dev.	N	R	P	Remark
Work Environment	52.48	11.926	665	.410**	.000	Sig.
Employee performance	83.58	10.312				

\*Sig. at .05 level

Table 3 presented the result testing the relationship between work environment and employee performance. It revealed that work environment has positive significant relationship with employee performance (r = .410\*\*, N= 665, p<.05). It can be deduced that an improvement in work environment would lead to a corresponding improvement in employee performance in university libraries in Southern Nigeria.



- There is no combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria

**Table 4: ANOVA of the combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria**

R=.391 R <sup>2</sup> =.153 Adj. R <sup>2</sup> =.148 Std. Error=5.161						
Model	Sum of Squares	Df	Mean Square	F	Sig. (p value)	Remark
Regression	3166.866	4	791.716	29.724	.000	Sig.
Residual	1759.354	660	26.635			
Total	20746	665				

Table 4 presented result of combined influence of work environment indicators on the task performance of employee in university libraries in Southern Nigeria. The result revealed that all the work environment indicators (physical work environment, occupational safety, health safety and work load) have significant combined influence on task performance of employee performance in university libraries in Southern Nigeria. The result also shows a coefficient of multiple correlations (R) of 0.391 and a multiple R square of 0.153 and Adjusted R<sup>2</sup> of 0.148. This implies that 14.8% (Adj R<sup>2</sup> = 0.148) of the total variance in task performance of employee in universities in Southern Nigeria is accounted for by physical work environment, occupational safety, health safety and work load. The significance of the combined influence was tested at p<0.05 using the F- ratio at the degree of freedom (df = 4/660). The table also showed that the analysis of variance for the regression yielded an F- ratio of 29.724.

- There is no combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria

**Table 5: ANOVA of the combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria**

R=.341 R <sup>2</sup> =.116 Adj. R <sup>2</sup> =.111 Std. Error=5.303						
Model	Sum of Squares	Df	Mean Square	F	Sig. (p value)	Remark
Regression	2445.842	4	611.460	21.746	.000	Sig.
Residual	18558.420	660	28.119			
Total	21004.262	664				

Table 5 presented result of test of hypothesis focusing on the combined influence of work environment indicators (physical work environment, occupational safety, health safety and work load) on the contextual performance of employee in university libraries in Southern Nigeria. The result revealed that all the work

environment indicators (physical work environment, occupational safety, health safety and work load) have significant combined influence on contextual performance of employee performance in university libraries in Southern Nigeria. The result also shows a coefficient of multiple correlations (R) of 0.341 and a multiple R square of 0.116 and Adjusted R<sup>2</sup> of 0.111. This implies that 11.1% (Adj R<sup>2</sup> = 0.111) of the total variance in contextual performance of employee in universities in Southern Nigeria is accounted for by physical work environment, occupational safety, health safety and work load. The significance of the combined influence was tested at  $p < 0.05$  using the F- ratio at the degree of freedom (df = 4/660). The table also showed that the analysis of variance for the regression yielded an F- ratio of 21.746.

4. There is no relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria

**Table 6: Summary of regression on relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to task performance of employee in university libraries in Southern Nigeria**

Variable	Unstandardized coefficients		Standardized coefficients	t	Sig. (p value)	Remark
	B	Std. Error	Beta (β)			
(Constant)	32.773	.940		34.867	.000	
Physical work environment	.019	.080	.013	.244	.808	NS
Occupational safety	.235	.079	.182	2.966	.003	Sig
Health safety	.201	.085	.129	2.372	.018	Sig
Work load	.302	.107	.130	2.820	.005	Sig

Table 6 presents the unstandardized regression weight (β), the standardized error of estimate (SEβ), the standardized coefficient, the t-ratio and the level at which the t-ratio are significant. As indicated in the table, occupational safety (β=0.182, t= 2.966,  $p < 0.05$ ), work load (β=0.130, t= 2.820,  $p < 0.05$ ) and health safety (β=.129, t= 2.372,  $p < 0.05$ ) have significant relative influence on task performance of employee. Meanwhile, occupational safety was found to have the highest influence. This implies that occupational safety, work load and health safety have influence on task performance of in university libraries in Southern, Nigeria.

5. There is no relative influence of work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria

**Table 7: Summary of regression on relative influence of Work environment indicators (physical work environment, occupational safety, health safety and work load) to contextual performance of employee in university libraries in Southern Nigeria**

Variable	Unstandardized coefficients		Standardized coefficients	t	Sig. (p value)	Remark
	B	Std. Error	Beta (β)			
(Constant)	33.668	.966		34.862	.000	
Physical work environment	.588	.082	.386	7.187	.000	Sig
Occupational safety	.089	.082	.068	1.088	.277	NS
Health safety	.079	.087	.050	.911	.363	NS
Work load	.126	.110	.054	1.142	.254	

Table 7 presented the unstandardized regression weight ( $\beta$ ), the standardized error of estimate ( $SE\beta$ ), the standardized coefficient, the t-ratio and the level at which the t-ratio are significant. As indicated in the table, only physical environment ( $\beta=0.386$ ,  $t= 7.187$ ,  $p<0.05$ ) had significant relative influence on contextual performance of employee. This implies that physical environment had influence on contextual performance of in university libraries in Southern, Nigeria.

### Discussion of the Findings

Finding on the level of employee performance in university libraries in Southern Nigeria revealed a high level of employee performance. This finding is in line with the reports of Nwokike and Unegbu (2019) study which revealed level of job performance among librarians in universities in South-East, Nigeria. On the other hand, the findings from the study negates the reports of Saka and Salman (2014) study which reported moderate level of job performance of library personnel in universities in North-Central, Nigeria; Akor (2009, 2014) studies which established low level of job performance among librarians in Benue State, Nigeria and Amusa, Iyoro, and Ajani (2013) study which reported a fair level of job performance among librarians in public universities in South West, Nigeria.

Furthermore, job performance was considered under two indicators of task performance and contextual performance. The study established a high level of task performance and contextual performance among library staff in university libraries in Southern Nigeria. This finding corroborates the results of Nwokike and Unegbu (2019) study which established high levels of job specific and non-job specific task performance such that routine tasks such as cataloguing, classification, managing collections and reference services were carried out effectively and that of Anitha (2013) study which reported that the atmosphere at which employee perform task and other schedules, relationship with bosses, co-employee relationship and that of team, compensation procedure, and engagement of an employee are determining factors for performance. Odunewu (2005) emphasized that job performance of individual library personnel is very important because one operation lead to another and that the quality of library services is dependent on the level of personnel job performance.

Finding on the extent of conduciveness of the work environment in university libraries surveyed for the study reveals that the work environment of employees in university libraries in Southern Nigeria is conducive in terms of physical work environment, occupational safety, health safety and work load which are the major indicators used in determining the conduciveness of the work environment in the universities

surveyed. Findings on the Physical Work Environment reveals that the physical work environment in university libraries in Southern Nigeria is conducive. This finding is partially in line with that of Abiodun and Ajani (2013) study which reported that librarians' work environment in public universities in South West, Nigeria in terms of physical facilities is fairly favorable. Abdulla, Djebarni, and Mellahi (2010) and Chandrasekar (2011) submitted that the physical structure and arrangement of the work environs can affect employees feeling, their commitment as well as the goal of the organization. On Occupational Safety, findings from the study reveals that there is a high level of occupational safety in university libraries in Southern Nigeria which implies that the work environment is conducive in terms of occupational safety of the work environment in university libraries in Southern Nigeria. On Health Safety, the study reveals a high level of health safety in university libraries in Southern Nigeria which implies that the work environment is conducive in terms of health safety. This finding is in line with Okereke, (2007) and Nwachukwu, (2007) recommendations that on employers of labour should endeavor to provide a safe workplace for employees in order to increase their efficiency and productivity and to guard against a possible accusation of negligence arising from injuries to employees. The role of the occupational health and safety service is the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities. The operational responsibility for sound occupational health and safety practice lies with the people who do and supervise the work, the employee, operating personnel, and managers. Alexander (2004) also submitted that workers who operate in unhealthy or unsafe working conditions, with the perception that management have little or no regard for their safety and welfare will never respect and appreciate their bosses and they will perform the simplest of tasks with little zeal and their diminishing morale will be aggravated when challenged to go the extra mile. Finding on work load reveals that the work environment in university libraries in Southern Nigeria is conducive in terms of work load. Studies have shown that when there is a normal workload, there is the tendency that a worker would achieve, but when the workload is much or excess in quantity and quality there is the likelihood that the worker may not perform well.

Moreover, finding on the relationship between work environment and employee performance in the university libraries surveyed reveals a positive significant relationship between work environment and employee performance in university libraries in Southern Nigeria. The implication of this is that an improvement in the conduciveness of the work environment would lead to a significant improvement in employee performance in university libraries in Southern Nigeria. The finding is in line with the finding from Ikonne and Yacob (2014) study which reported a positive relationship between environmental workplace factors such as light, noise and ventilation and librarians' job satisfaction of employees.

### **Summary and Conclusion**

The study examined the influence of work environment, staff training and development as determinants of Employee performance in university libraries in Southern Nigeria. The finding of the study revealed high level of performance among employee both on the contextual task and on task performance of Employee in university libraries in Southern Nigeria and that the work environment is conducive, both in term of occupational safety, health safety measures and workload in university libraries in Southern Nigeria. Work environment significantly influence Employee performance in university libraries in Southern Nigeria. It can be deduced that Employee in university libraries had a high rate of interpersonal relation, politeness relation, cooperating with and working with others, attention to duty, resourcefulness in accomplishing tasks, organizational commitment and dedication to duty. Also, an overall high level of contextual performance and task performance was established among the employees in university libraries in Southern Nigeria. Work environment also had a high degree which was an indication that Employee were satisfied with occupational safety, health safety and the workload of their working environment.

### **Recommendations**

Based on the findings of this study, the following recommendations are made:

1. The study revealed high level of Employee performance in university libraries in Southern, Nigeria. Therefore, university library management should deploy means to further increase Employee performance. This, they can do by providing good condition of service such as regular promotion, salary equality and increment, sponsoring of training and career opportunities.
2. The study indicated a high conducive work environment among the Employee of university libraries in Southern Nigeria. This may be attributed to the fact that Employee were satisfied with the occupational safety, health safety and the workload in their working environment. Hence, university library management in the Southern region should continue to maintain a well conducive working environment as this will go a long way to further increase Employee performance.

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