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IMPACT OF WORKPLACE ENVIRONMENT ON PERFORMANCE IN UNIVERSITY LIBRARIES OF LAHORE, PAKISTAN

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Abstract

Goals of this study were to know the effect of library's work environment for job performance of librarians and existence of any relationship between work environment and job performance of librarians. A quantitative study design was carried out to explore phenomenon through the librarian's perceptions, delights and choices about their administrative center surroundings. Survey method was used in this study. The target population of this study was Librarians of HEC recognized Public and Private Universities of Lahore City. The structured questionnaire was used for data collection from respondents. There had been a hundred and twenty questionnaires dispensed among librarians, the researcher became succeeded in receiving ninety-six questionnaires from members. The reaction rate was 80 percent. Descriptive statistics were utilized for description of information such as frequencies, mean scores and standard deviation. Regression analysis has been performed to measure the impact of workplace environment on the job performance. Findings of the study show that there is the shortage of calm environment to the employees. Job descriptions are not clearly designed. No proper training opportunities are provided to

the workers. Employees are not properly motivated. Findings of the study may prove useful in providing a congenial environment to the employees so that performance may be improved.

Key Words: Libraries, Social environment, Technical environment, Workplace environment, Job performance

Introduction

Workplace has a lasting impact on the job performance of employees in any organization. At international level there were organizations which gave importance to the debate of employee's rights. Dorgan (1994) stated that in the whole world, mostly individuals devote fifty percent of their lives at workplace environment and their actions, mental abilities and job performance were effected by workplace environment. A good workplace play very important role in enhancement of productivity and also increased staff job satisfaction level. Leighton and Weber (1999) stated that instructional library is extra than a book repository. This is as it provides look at places in some surroundings that is conducive to severe idea and studying. They commented at the library surroundings that can facilitate the attainment of the jobs of educational libraries. Paul (2000) identified that working environment without stress can increase productivity. Staff takes stress at their workplace due to over workload, interpersonal relationship and challengeable job responsibilities. These environmental factors in keeping with them are reasonable personal comfort that can be done through situations that permit the occupants to be blind to such topics as air high-quality, drafts, lighting, glare, visible and auditory distractions, and fixtures configuration while Lombardo and Condic (2001), however, highlighted that Libraries desires to be a secure place for group of workers and college students.

Opperman, (2002) define that work environment could be categorized into three sub types: technical environment, human environment and organizational environment. The technical environment included technical elements like tools, equipment and infrastructure. Human environment related to the colleagues of an employee's with them he/she work as a group member and interact with them. Organizational environment compromises on processes, practices, values and working philosophy of an organization. The work environment also can be divided into internal and external environment of an organization that can affect the employee's performance. Edwards and Fisher (2002) suggested that in libraries environment there should be proper air crossing system in the library and also should be ventilation of suffocation. The

libraries overall environment should be marvelous which invites users attention towards library. Oduwole (2004) stated that job performance is related to the tasks which were completed by someone for specific job. It can be measure through quantity and also with quality perspective.

Hasun and Makhbul (2005) revealed that in 1900s the workplace environment was changed due to social environment, boom of information technology and comfortable ways of working at workplace. Libraries are non-profit organizations which provide services to its users; the goal of the libraries is to enhance the user's satisfaction level regarding libraries services. The library staff tries their best to fulfill this goal at any cost. Library staff's job performance will be good, if they workplace environment will be comfortable. Workplace environment draw great impact about the work presentation of the staff. Academia libraries are tied with their parent organizations. These libraries are working to fulfill the parent organizational goals and objectives. University libraries are supporting university curriculum and also research projects. In these libraries the collection builds up, according to the parent organization's goals and objectives. Students, faculty, staff, administration and research community of the university are users of university libraries. Academic university libraries are providing information and reference services to its users. These services are delivered by library according to the users need. Johari and Yahya (2009) opined that an organizational performance was tied with organizational employee's job performance.

Kisiedu (2010) mentioned that library's environment should be attractive. If the library's working environment will be comfortable than library staff and users will be satisfied with library. Adeniran (2010) stressed that "libraries are essential individuals to gaining knowledge of generation and serve a huge range of facts seekers". University library personnel provide information and reference services to users according to their information needs. There is two type of staff is working in libraries; professional staff and paraprofessional staff. It is necessary for libraries to higher educated and well-trained staff. Without educated and well-trained library personnel it is impossible to deliver standardized services to users. Library staff play very important role in libraries and perform their job responsibilities. Place of job surroundings plays very important role in job performance of library staff. Therefore, achievement of parent organization's goals and objectives; it's necessary to provide stress free workplace environment to the staff. According to an estimate, library staff spends daily eight hours on their workplace so it is necessary to provide them comfortable working environment.

It is necessary for libraries to provide new ways of working environment to staff. In libraries there should be an environment in which people feel enjoy and comfortable during fulfilling their job responsibilities. Workplace environment draw impact on staff performances. This impact can be negative or positive, its only depend on the workplace environment (Chandrasekar, 2011). Amusa et al. (2011) revealed that job performance of the public universities librarians were affected by their workplace environment. The internal or external factors of the workplace environment affected the job performance directly or indirectly. However, workplace environment draws positive or negative impact on job performance of the library staff. In order, to improve the existing workplace environment in university libraries there is a need to investigate the existing workplace environment of the library. The present study absorbed the university library workplace environment and its impact on librarian's who are serving in that university libraries.

The present study focused on the impact of workplace environment on job performance at university libraries. This study provides awareness about the factors of workplace environment that draw negative or positive impact on the librarian's job performance at university libraries. The scope of the study was that only Higher Education Commission recognized public and private university librarians of Lahore were part of the study. This research work basically focused on the impact of workplace at university libraries on librarian's job performance.

Literature Review

Working place can be defined as a physical place where people work, it can be an office or also it can be a factory. Different people at the same time work together at workplace, they work together as a team for achievement of an organization's goals and objectives. Now due to the boom of information technology, the physical workplace has been change into virtual workplace. Here workplace is discussed in the library's perspective; libraries have physical and also have virtual workplace. Library personnel are working for the fulfillment of library's goals and objectives.

Job performance can be increased through motivation of the staff members. There are different theories are introduced which explain that job performance depends upon the job motivation. Taylor (1911) introduced "The principle of scientific management" and said that

salary and wages were motivators of employee's job performance. If an employee who work hard and received same salary which were received by other employees who did not work harder. Then employee will work less in the future. On the other hand, if he received high salary than other employees. He will work hard in the future. Goal-setting Theory was developed in 1968 by Edwin Locke. In this theory, he suggested employee's job performance could be improved by giving them specific goals for achievement. Supervisors should clearly explain that what role of employee's would expect and also should provide them feedback on daily basis according to their performance. The supervisor should also allocate time and resources to the employees for completion of goals. If employees need training for completion of goals, the supervisor should arrange training session for employees. Workplace environment affected the employee's job performance. The impact of workplace environment can be positive or can be negative. Employees feel comfortable in peaceful and conducive workplace environment. Their job performance will be improved if they will satisfy with their workplace environment. Drucker (1972) stated that when employees feel happy at their workplace, the organization's production rate will be increased.

Kohun (1992) defined that workplace environment was consisted on forces or factors that affected the job performance of the employee's. There was a relationship exists between the performance of the employee's /activities and environment in which employees were doing their jobs. Working place environment affects the employee's job performance and also their satisfaction level about their jobs. The impact of workplace environment on employee's can be positive or negative. In libraries, professional and paraprofessional staff is performing their responsibilities. The library staff's responsibilities are; collection development, processing of resources and provide user education services. The library's mission is that to provide services according to the users need and increase the satisfaction level with library services quality. The library staff workplace environment is consisted on systems, technical infrastructures, policies, philosophies, human beings and physical equipment. The library's workplace environment draws constructive or bad impact on the library staff's job performance. If workplace environment will be comfortable it put constructive impact on the staff job performance, on the other hand if workplace environment will be uncomfortable than its effect on the staff job performance will be negative. Librarians could be better work in stress free workplace environment. Brill (1992) concluded that improvement of physical environment at workplace could affect the employee's job performance. Kaya (1995) that the social status of librarians is lower in developing countries and they are not satisfied with it. Sinha (2001) defined that job

performance depends upon the willingness of staff members to perform their job responsibilities. Staff member's willingness could increase production, in this way their job performance will also be increase. If staff members do not take interest in their job responsibilities then their job performance will also be decreased.

Franco et al. (2002) described that job performance often relied on motivation of staff members but to some extent it is also relied on the staff member's internal skills, knowledge and on resources which are available for doing job. The motivation is necessary to take standard job performance from the staff members. Opperman (2002) defined workplace environment through three sub types of workplace environment.

1. Technical environment. The technical environment enabled the staff to perform their responsibilities through technical tools. It consisted on technical equipment, elements and technical infrastructure.
2. Human environment. This environment consisted on peers, colleagues and leaders of an organization. They shared knowledge with each other and improve the production of organization. Human environment considered as a base for the enhancement of maximum productivity
3. Organizational environment. Organizational environment compromises on systems, procedures, practices, rules & regulations and philosophy of the organization which run overall organization's activities.

Edwards and Fisher (2002) commented that the library's physical environment should be attractive and there should be proper system of air ventilation. It should be internally and externally attractive. If libraries physical environment will be comfortable it will draw positive impact on employees and users of the library. Employees will feel comfortable at their workplace and they will provide high quality services to users.

Stup (2003) also defined job performance according to him job performance is related to the performance of job according to the organization's standards. Employees work on the organization's track and try their best to accomplish the objectives and goals of the university. When they work on organization's track, their job performance will also be improved. Employees job performance could be improved through different ways like provide them stress free workplace environment, provide feedback on their performance and provide reward them for their good performance. Staff members get motivation through reward. Brenner (2004) said that "the capability to percentage understanding at some stage in businesses relies upon on how

the work surroundings are designed to allow organizations to utilize work environment as though it had been an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". He suggested that an organization should established workplace environment which enhance the working satisfaction level. The employees of the organization share their knowledge with their colleagues and enhanced organization's productivity.

An attractive workplace environment provides opportunities to employees to work effectively, perform responsibilities, use their knowledge and skills effectively and provide service with good quality in the organization. There are some aspects of workplace environment which effect the employee's job performance. McCoy and Evans (2005) stated that the workplace environment should be stress free for employees while they were performing their job responsibilities. Physical environment of workplace was play important role in making relationships at workplace.

Johnnieque (2001) investigated the evaluation of diverse people (employee) initiatives in academic libraries. He used qualitative approach for in-depth investigation and data collection instrument was interview. The academic library's employees were selected as respondents of the study. The data collection process was consisted on three pilot sessions with employees. The researcher defined diversity is the difference between employees attributes like difference among their gender, race, age, physical look, language, geographic location, religion, economic condition and also in their skills. Through this study the researcher developed diversity assessment model and he applied it in three pilot groups of librarians which were working in academic libraries. The findings revealed that staff members of academic libraries were not satisfied with their workplace environment and they said that workplace environment was not welcoming for them. The staff members who were in minority they did not get additional support from libraries at their workplace. Libraries also did not make reward for staff member on their good performance. Librarians were not satisfied with their workplace environment at academic libraries.

Ocholla (2002) studied the diversity of staff members of library's workplace at South Africa. He visited the libraries and observed the diversity of staff members. According to him in South Africa, women employees dominated in library's profession and there was also diversity in employee's religions, races, ages, economic conditions and their interests. The administration of libraries workplaces; should must take care of the employee's diversity when they

implemented new policies regarding workplace environment. Job promotion strategies should be according to the employee's diversity.

Smith (2005) enquired the need of continuing professional development (CPD) of librarians according to the change of organizational workplace. The researcher reviewed relevant literature for data collection. He found that due to dynamic changes in every field's workplace environment has been changed. The employees of organization react positively or negatively on this change. A successful management of organization realized the need of (CPD) training for its employees according to the organizational changes.

Castiglione (2006) investigated the transformation in management and its adoption in library's workplace environment. The researcher selected relevant literature and reviewed it. Data gathered through the review of relevant literature. The findings explained that the library's traditional paradigm has been shifted due to arrival of electronic resources. This shift of paradigm affected the librarian's role, new technological changes has been challengeable for librarians. Any organization's workplace environment and culture transformation depended upon the administration of the libraries. Now there is a dire need to change the libraries workplace environment due to technological transformation. Librarians should provide a place for employees where they could think independently, share their ideas without fear, provide professional training and consider their ideas in any problem solution.

Qallaf (2006) enquired that ICTs impacts on librarians and their perceptions about technology at academic and research libraries in Kuwait. Researcher proposed quantitative approach and survey research method for investigation. He used questionnaire instrument for data collection. The findings revealed that due to advancement of ICTs library's workplace environment has been changed. Librarians of academic and research libraries feel stress when they used technology at their workplaces. The reason of the stress was that there was no proper information technology infrastructure in libraries. Librarians have no training about how to work with the use of new information technologies. Libraries have limited workstations and printers; there were lack of sufficient IT infrastructure.

Topper (2007) studied the impact of stress on employees at library's workplace. He collected data through relevant literature and reviewed it. He found that according to the literature review the 300 librarians concluded that they could not work properly at their workplace when they have stress, they became frustrated. Stress could be arises when employee's performance will be declined due to some issues, when boss do not appreciated someone's effort or good performance, negative behavior of colleagues and when someone blamed without any reason by others. Researcher provided suggestions for reduction of stress at

workplace; he said that stress could be overcome to share feelings with those who have not working in your organization, take a walk during lunch break and try to seek out solutions of the problems which are cause of stress. Library's workplace environment should be stress free because in working in stress environment will increase employee's job satisfaction as well as productivity.

Tella et al. (2007) enquired that job motivation and job satisfaction of library's employees at academic & research libraries of Oyo state, Nigeria. Quantitative approach was used and descriptive survey research method. The 200 employees were nominated as sample for this study from academic & research libraries of Oyo state. They found that there was a positive relationship among job motivation of employees and job satisfaction of employees. Employees were motivated by organization which draws positive impact on their job performance. Oud (2008) studied the adjustment of new employees in academic libraries and problems faced by new librarians at their workplace. Mixed method was used as research design and data were gathered through interview and questionnaire. He asked questions from respondents about their pre-existing job expectations and their previous knowledge about their jobs. The study findings showed that they have pre-knowledge about their workplace and they were aware about how to deal with people, how to response users and how to write effective mails, reports. The respondents were replied that although they have pre-knowledge about their job but to some extent they could not deal with workplace politics. They feel difficulties for learning these areas like library's local procedures, local culture of workplace, local collection management procedures and also local structure of library. There was contradiction between new librarian's job expectations about workplace environment and their actual workplace environment.

Castiglione (2008) demonstrated that facilitation of library staff's creativity is concern of library management. He provided tools and procedures which could be used for the support of staff member's creativity. The researcher reviewed the social, management, library science and psychology literature and provided overview of the concepts which were about facilitation of workers creativity at their workplace environment. He concluded that the library administrators who have awareness about the creativity were actively engaged in enhancement of employee's creativity through positive intrinsic motivation. Library administrated who provided positive intrinsic motivation to their employees at their workplace; in response they got creative work from their employees. Zabel (2008) opined the reference librarian's workplace environment and user's expectations from them. He reviewed the literature which was being published about the user's demands from reference librarians and their workplace of reference librarians. He found

that reference librarians were dealing with diverse nature of user's queries and user's expectations from reference librarians have been increased. Now users demanded more from reference librarians than in past. In the result of high demand by users from reference librarians increased the 25 % stress among reference librarians. Another cause for stress among reference librarians was that when user's queries were not about their relevant field and they were feeling unable to answer them. The library administration could help the reference librarians in their stress management by providing them opportunities to share their workload with other staff member and also by providing them positive reinforcement. An ideal work place should provide stress free environment to staff. Norulkamar et al. (2009) considered that technology increase the stress among librarians at their workplace. They used technostress term in the study; according to them technostress was a disease which was occurred in employees due to the stress about adaptation of new information technologies and their inability to use that technology at their workplace. They proposed, Technostress Creators scale which was developed by Tarafdar for the measurement of technostress among employees. They found that the reason of technostress among librarians was that lack of proper ICTs infrastructures becomes cause of avoidance to use technology at their workplaces. Technostress emerged in two forms one is physical and other psychological form. Employees were feeling stressed by use of technology due to headache, eye side weaknesses, back pain, information overloaded and psychologically employees feels insecurity of their jobs because the computers were performing their roles. Libraries should findings the way for management of technostress among librarians at their workplaces.

Ajala (2011) enquired that what factors become reason of stress among librarians at their workplaces. The researcher used qualitative ethnographic approach for study and interviewed participants. He concluded that lack of proper resources for staff members can create stress among librarians like they feel pain in eyes during constantly use of computers and also feel pain in their back due to the shipment of books from 1st floor to 4th floor. Sometimes administration used harsh language with them which create stress and colleague's negative behavior could also become cause of stress among library staff members. There was also lack of rewards on good performance and appreciation of staff members could create stress among them. Mahbubul and Shariful (2011) discovered the work fulfilment level of university library staff at Bangladesh. Objective of the study was to investigate the current workplace environment of university librarians and their level of satisfaction with that environment. The research design of the present study was quantitative and survey research method was selected. The research tool

was structured questionnaire. The findings concluded that 47 % respondents were satisfied, 33% respondents were slightly satisfied and 9% were not satisfied with their workplace environment. The researchers found that there was no plan for continuing professional development of librarians. Mostly respondents opined that their colleagues were very helpful at their workplace and their social status was improved through this job and they were satisfied. Farler and Preston (2011) investigated the stress of library's workplace environment. The researchers mixed method approach used and data was gathered through questionnaire and semi-structured interview. The study findings revealed that librarians at their workplaces were feeling stress due to colleagues and users behavior, poor equipment of workstations, health issues and conflict with library administration. The researchers suggested that librarians should have abilities to overcome the stress which they have faced at their workplaces. Chandrasekar (2011) described that an organization could motivate its employees through rewards. The rewards could be internal rewards which were offered by organization to employees on the completion of challenging assignments. The rewards also could be external rewards which were awarded by organization to employees for peer recognition. At library's workplace the rewards also get importance because it motivates librarians. They get rewards at their good performance and motivate for next responsibility.

Amusa et al. (2013) studied the impact of work environment on job performance of librarians at public university libraries of Nigeria. The main objective of the study was to investigate the impact of work environment on librarian's job performance at public universities. The research design used as quantitative and selected descriptive survey method for investigation. The survey was divided into three sub sections like demographic information of participant, impact of work environment and job performance of librarians. The findings of the study revealed that at public universities of Nigeria the work environment of libraries was consisted on all comfortable facilities. Librarians were in favor that they feel stress free at their workplace. Their work environment affected positively their job performance and they were satisfied with their work environment. They were performing well. Hyder and Batool (2013) enquired the librarians' job satisfaction level at public and private universities. It was a comparative study in nature. The main objective of the study was to compare the public and university librarian's job satisfaction level. The researchers proposed quantitative approach and survey method was used. Collection instrument was questionnaire which was distributed among 75 respondents and researchers received 71 questionnaire. They found that majority of the librarians at public and private universities were satisfied with their workplace environment.

Respondents replied that they were working in that workplace which was noise-free and equipped with all modern ICTs tools. Their workplace provided them opportunities for personal development and encouraged them to share ideas in decision making. The librarians at public and private universities were satisfied with their job workplace. They suggested that at both sectors there should be proper promotion strategies.

Baker (2015) stated that the impact of positive organization behavior (POB) at workplace environment. Researcher was collected data through literature review of previous studies which have been discussed positive organization behavior and its impact on employees. After the review of literature, the researcher concluded that POB draw positive impact on employee's job performance and they could feel free to share their ideas with management. Their job performance will also be improved by guidance of organization. The POB get returned in the form of productivity.

The present literature showed that in Pakistan there is a lack of research work on the impact of workplace environment on librarian's job performance at university libraries. Only a few works have been done on job satisfaction studied. There is no single study on the topic of impact of workplace environment on librarian's job performance at university libraries. Following research is an attempt to fill the gap to some extent. It is only a beginning towards the research on workplace environment's impact on university librarian's job performance.

Research Questions

Research questions of the study were as following:

1. How does library's work environment affect the job performance of librarians?
2. Is there any relationship exist between work environment and job performance of librarians?

Research Methodology

Quantitative studies approach is taken into consideration suitable for quantifying the person's ideals, attitudes and behaviors toward a phenomenon (Creswell, 2002). On this examine, a quantitative studies design has been carried out to explore phenomenon through the librarian's perceptions, delights and choices about their administrative center surroundings. Survey studies method is used in this study. Creswell (2009) depicted that survey studies design is appropriate technique for quantitative studies method and it affords attitudes and critiques of a

population in numeric form. Survey design found to be appropriate for gift examine due to the fact it is in your price range in layout, allows quick records collection, and appropriate for huge populations (Fowler, 2009). The findings of a survey studies approach can be generalized from a sample to populace. The present study is cross sectional study. The previous studies show that survey method had been applied for investigation of workplace environment (Zabel, 2008; Farler and Preston, 2011; Mahbubul and Shariful, 2011; Amusa et al., 2013; Baker, 2015).

Population of the Study

A population is consisted on a group of individuals who have characteristics that are according to the researcher's interest (Creswell, 2002). "The target population of this study is Librarians of HEC recognized Public and Private Universities of Lahore City. Currently there are 37 public and private Universities in Lahore. There are 120 librarians who are currently working in both public and private universities of Lahore and are being used as population in this research. So the total population size is 120 librarians of these 37 universities. The data has been collected from all these librarians as the population size was small.

Data Collection

The structured questionnaire has been used for facts collection from respondents. Kothari (2004) opined that a questionnaire is a records series device which consisted on set of questions. Questionnaire is taken into consideration a precious studies device due to the fact it may provide statistics in numbers, tables, graphs and figures form. It's far beneficial device for records series from a big populace. It moreover capable of supply the time to the respondents they need in order to finish the questionnaire and collect the critical information.

A structured questionnaire was used for data collection to look at the impact of place of business environment on college librarians. The questionnaire consisted on 19 statements which covers the whole workplace environment and its impacts on librarian's job performances. The device of the survey became personally dispensed among respondents. There had been a hundred and twenty questionnaires dispensed among librarians, the researcher became succeeded in receiving ninety-six questionnaires from the members. The reaction rate has been 80 percent.

Data Analysis

Data evaluation and interpretation of records is begin when data collection is finished. The accrued facts changed into codes and entered into SPSS (statistical package for social sciences) 21 version. The information was analyzed with the aid of making use of descriptive and inferential information. Descriptive statistics were utilized for description of information

such as frequencies, mean scores and standard deviation. Regression analysis has been performed to measure the impact of workplace environment on the job performance.

Results, Analysis, and Interpretation

Gender of Respondents & Type of University

Figure 1 and 2 show that there were 29 % female contributors and 71 % were male contributors who gave their opinions. Further, there were 49 participants from public sector universities and 47 were from private sector universities.

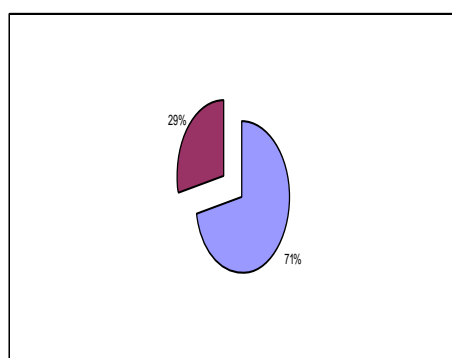


Figure 1. Gender Distribution

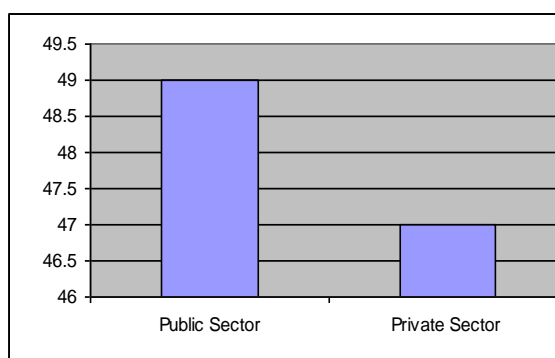


Figure 2. Type of University

Age of Respondents

Regarding ages of the respondents' data (table 1) shows that majority of contributors (52.10 %) were between ages of 30-40 years. There were 32.30 % contributors between the ages of 20-30 years, 12.50 % contributors were between the age of 40-50 years and 3.10 % contributors were having more than 50 years of age.

Table 1

Age of Respondents

| Age | Frequency | Percentage |
|----------------|-----------|------------|
| 20-30 Y | 31 | 32.30% |
| 30-40 Y | 50 | 52.10% |
| 40-50 Y | 12 | 12.50% |
| 50 and above Y | 3 | 3.10% |
| Total | 96 | 100% |

Designations of Respondents

Table 2 shows that greater part of participants 67 (69.80%) were Librarians by designation and senior librarians follows with 21 (21.90 %) representation. While there were 6 (6.30 %) deputy chief librarians and 2 (2.10 %) were chief librarians who took part in this study and gave their response.

Table 2
Designations of Respondents

| Designations | Frequency | Percentage |
|------------------------|------------------|-------------------|
| Chief Librarian | 2 | 2.10% |
| Deputy Chief Librarian | 6 | 6.30% |
| Senior Librarian | 21 | 21.90% |
| Librarian | 67 | 69.80% |
| Total | 96 | 100% |

Experience of Respondents

Table 3 shows experience at current workplace 35 (36.50 %) contributors having less than 5 years of experience, 11 (11.50 %) contributors having 5-10 of work experience, 27 (28.10 %) contributors having 10-15 years of work experience, 15 (15.60) contributors having 15-20 years of work experience, 4 (4.20 %) contributors having 20-25 years of work experience and 4 (4.2 %) contributors having more than 25 years of work experience at their current workplace.

Table 3
Experience of Respondents

| Experience | Frequency | Percentage |
|-------------------|------------------|-------------------|
| Less than 5 Y | 35 | 36.50% |
| 5-10 Y | 11 | 11.50% |
| 10-15 Y | 27 | 28.10% |
| 15-20 Y | 15 | 15.60% |
| 20-25 Y | 4 | 4.20% |
| Above 25 Y | 4 | 4.20% |
| Total | 96 | 100% |

Descriptive Analysis of Workplace Environment

The participants were asked various questions related to their current workplace environment and their opinions are depicted below in the table 4. Regarding the statement “My furniture is comfortable enough so that I can work without getting tired” there were no any participant who gave his/ her opinion that s/he is strongly disagree with this statement while 14 (14.6%) were agree, 8 (8.3%) were neutral, 52 (54.2%) were agree and 22 (22.9%) were strongly agree with this statement. The Mean value of this statement is 3.85 (agree) and standard deviation is .940. Regarding the statement “My furniture is flexible to adjust, rearrange or reorganize my workspace” there was only 1 (1%) participant who gave his/ her opinion that s/he is strongly disagree with this statement while 14 (14.6%) were agree, 11 (11.5%) were neutral, 49 (51%) were agree and 21 (21.9%) were strongly agree with this statement. The Mean value of this statement is 3.78 (agree) and standard deviation is .986. Regarding the statement “The physical conditions at work influence my productivity” there was no any participant who gave his/ her opinion that s/he is strongly disagree with this statement while 4 (4.2%) were agree, 13 (13.5%) were neutral, 56 (58.3%) were agree and 23 (24%) were strongly agree with this statement. The Mean value of this statement is 4.02 (agree) and standard deviation is .740. Regarding the statement “My work environment is quiet” there was only 2 (2.1%) participant who gave his/ her opinion that s/he is strongly disagree with this statement while 15 (15.6%) were agree, 22 (22.9%) were neutral, 46 (47.9%) were agree and 11 (11.5%) were strongly agree with this statement. The Mean value of this statement is 3.51 (agree) and standard deviation is .962. Regarding the statement “Painful amount of natural light comes into my work place” there were 12 (12.5%) participant who gave his/ her opinion that s/he is strongly disagree with this statement, 53 (55.2%) were agree, 20 (20.8%) were neutral, 9 (9.4%) were agree and 2 (2.1%) were strongly agree with this statement. The Mean value of this statement is 2.33 (disagree) and standard deviation is .890.

Regarding the statement “Administration do not clearly communicates its goals and strategies to me” there were 15 (15.6%) participant who gave his/ her opinion that s/he is strongly disagree with this statement, 46 (47.9%) were agree, 20 (20.8%) were neutral, 12 (12.5%) were agree and 3 (3.1%) were strongly agree with this statement. The Mean value of this statement is 2.40 (disagree) and standard deviation is 1.00. Regarding the statement “How flexible is the administration with

respect to your family responsibilities” there were 2 only (2.1%) participant who gave his/ her opinion that s/he is strongly disagree with this statement, 8 (8.3%) were agree, 39 (40.6%) were neutral, 37 (38.5%) were agree and 10 (10.4%) were strongly agree with this statement. The Mean value of this statement is 3.47 (neutral) and standard deviation is .870. Regarding the statement “I receive enough opportunity to interact with other employees on a formal level” there was only 1(1%) participant who gave his/ her opinion that s/he is strongly disagree with this statement, 11 (11.5%) were agree, 20 (20.8%) were neutral, 59 (61.5%) were agree and 5 (5.2%) were strongly agree with this statement. The Mean value of this statement is 3.58 (agree) and standard deviation is .804. Regarding the statement “My job requirements are clear” there was a no any participant who gave his/ her opinion that s/he is strongly disagree with this statement, while 5 (5.2%) were agree, 9 (9.4%) were neutral, 65 (67.7%) were agree and 17 (17.7%) were strongly agree with this statement. The Mean value of this statement is 3.98 (agree) and standard deviation is .696.

Table 4

| Workplace Environment | SDA | DA | N | A | SA | Mean | SD |
|---|------------|-----------|----------|----------|-----------|-------------|-----------|
| My furniture is comfortable enough so that I can work without getting tired | 0 | 14 | 8 | 52 | 22 | 3.85 | .940 |
| My furniture is flexible to adjust, rearrange or reorganize my workspace | 1 | 14 | 11 | 49 | 21 | 3.78 | .986 |
| The physical conditions at work influence my productivity | 0 | 4 | 13 | 56 | 23 | 4.02 | .740 |
| My work environment is quiet | 2 | 15 | 22 | 46 | 11 | 3.51 | .962 |
| Painful amount of natural light comes into my work place | 12 | 53 | 20 | 9 | 2 | 2.33 | .890 |
| Administration do not clearly communicates its goals and strategies to me | 15 | 46 | 20 | 12 | 3 | 2.40 | 1.00 |
| How flexible is the administration with respect to your family | 2 | 8 | 39 | 37 | 10 | 3.47 | .870 |

responsibilities

I receive enough opportunity to

| | | | | | | | |
|---|---|----|----|----|---|------|------|
| interact with other employees on a formal level | 1 | 11 | 20 | 59 | 5 | 3.58 | .804 |
|---|---|----|----|----|---|------|------|

| | | | | | | | |
|-------------------------------|---|---|---|----|----|------|------|
| My job requirements are clear | 0 | 5 | 9 | 65 | 17 | 3.98 | .696 |
|-------------------------------|---|---|---|----|----|------|------|

Descriptive Analysis of Job Performance

The participants were also asked various questions related to their work performance and their opinions. About the statement “Noise free environment will increase my productivity” there was only 1 participant who gave opinion that he is strongly disagree with this statement while 3 (3.1%) were agree, 5 (5.2%) were neutral, 58 (60.4%) were agree and 29 (30.2%) were strongly agree with this statement. The Mean value is 4.16 (agree) and standard deviation is .744. About the statement “Due to overall work place environment to complete my daily task easily”

Table 5

| Job Performance | SDA | DA | N | A | SA | Mean | SD |
|--|-----|----|----|----|----|------|------|
| Noise free environment will increase my productivity | 1 | 3 | 5 | 58 | 29 | 4.16 | .744 |
| Due to overall work place environment to complete my daily task easily | 0 | 3 | 6 | 59 | 28 | 4.17 | .675 |
| My overall productivity would increase if the related work place environment be calm | 0 | 3 | 9 | 54 | 30 | 4.16 | .716 |
| I would refer a friend to apply for a job at this library | 1 | 7 | 19 | 43 | 26 | 3.90 | .923 |
| I have a clear path for career advancement | 0 | 4 | 19 | 51 | 22 | 3.95 | .773 |
| Training is being provided to the staff members of the library regularly | 2 | 13 | 22 | 48 | 11 | 3.55 | .939 |

| | | | | | | | |
|--|---|----|----|----|----|------|------|
| | | | | | | 4.17 | .691 |
| Trainings improved employee performance significantly | 0 | 3 | 7 | 57 | 29 | | |
| My organization motivates employees through various techniques | 3 | 13 | 22 | 48 | 10 | 3.51 | .962 |

there was no any participant who gave opinion that he is strongly disagree with this statement while 3 (3.1%) were agree, 6 (6.3%) were neutral, 59 (61.5%) were agree and 28 (29.2%) were strongly agree with this statement. The Mean value is 4.17 (agree) and standard deviation is .675. About the statement “My overall productivity would increase if the related work place environment be calm” there was no any participant who gave opinion that he is strongly disagree with this statement while 3 (3.1%) were agree, 9 (9.4%) were neutral, 54 (56.3%) were agree and 30 (31.3%) were strongly agree with this statement. The Mean value is 4.16 (agree) and standard deviation is .716. About the statement “I would refer a friend to apply for a job at this library” there was only one participant who gave his/ her opinion that s/he is strongly disagree with this statement while 7 (7.3%) were agree, 19 (19.8%) were neutral, 43 (44.8%) were agree and 26 (27.1%) were strongly agree with this statement. The Mean value is 3.90 (agree) and standard deviation is .923

About the statement “I have a clear path for career advancement” there was not any participant who gave his/ her opinion that s/he is strongly disagree with this statement while 4 (4.2%) were agree, 19 (19.8%) were neutral, 51 (53.1%) were agree and 22 (22.9%) were strongly agree with this statement. The Mean value is 3.95 (agree) and standard deviation is .773. About the statement “Training is being provided to the staff members of the library regularly” there were only 2 (2.1%) participant who gave his/ her opinion that s/he is strongly disagree with this statement while 13 (13.5%) were agree, 22 (22.9%) were neutral, 48 (50%) were agree and 11 (11.5%) were strongly agree with this statement. The Mean value is 3.55 (agree) and standard deviation is .939. About the statement “Trainings improved employee performance significantly” there was no any participant who gave his/ her opinion that s/he is strongly disagree with this statement while 3 (3.1%) were agree, 7 (7.3%) were neutral, 57 (59.4%) were agree and 29 (30.2%) were strongly agree with this statement. The Mean value is 4.17 (agree) and standard deviation is .691. About the statement “My organization motivates employees through various techniques” there were 3 (3.1%) participants who gave their opinion

that they are strongly disagree with this statement while 13(13.5%) were agree, 22 (22.9%) were neutral, 48 (50%) were agree and 10 (10.4%) were strongly agree with this statement. The Mean value is 3.51 (agree) and standard deviation is .962.

Measuring the Impact of Workplace Environment on Job Performance

To measure the impact of current workplace environment on the job performance, simple linear regression was performed. The result of regression analysis indicates that the R square value is 0.332 which means that 33.2% variation in dependent variable job satisfaction is due to the independent variable workplace environment. The statistics indicate that current workplace environment has a significant positive impact on the job performance as *p-value* is .000 which is less than .01.

Table 6
Results of Regression for Workplace Environment on Job Satisfaction

| Measure | Coefficient | Significance |
|------------------------------|--------------------|---------------------|
| Constant | 20.189 | 0.000 |
| Workplace Environment | 0.732 | 0.000 |
| R | 0.576 | |
| R² | 0.332 | |

*. Significant at 1% level of significance

The value of beta is 0.732 means as workplace environment increases by one unit job performance increases by 0.732 units. Thus there is a high significant positive relationship between workplace environment and job satisfaction.

Conclusion/Discussion

The results of the data showed that regarding the workplace environment the “The physical conditions at work influence my productivity” with Mean value of 4.02 is pointed out as the most prominent reason which effect the working of workers at their workplace while “My job requirements are clear” with 3.98 Mean value follows and “My furniture is flexible to adjust, rearrange or reorganize my workspace” with Mean value 3.78 remains at the third ranked in the spam of workplace environment.

Regarding performance there were two major factors which improves the performance of the worker which are having the same Mean value (4.17). The first one is “Trainings improved employee performance significantly” and the other is “Due to overall work place environment to

complete my daily task easily. While there were also two factors which were identified as second most important factors with the same Mean value (4.16) which affect the job performance of the workers are “Noise free environment will increase my productivity” and “My overall productivity would increase if the related work place environment be calm”.

There were many items or factors which were measured to map the current workplace environment and job performance of the workers at their workplace. As we concluded that “Physical Condition” at the workplace is explored the top most factors which can affect the job performance of the workers, so, the employers should pay attention on the provision of better physical environment so that they can obtain better output from their workers. Furthermore as “Clear Job Assignments” are emerged the second most prominent factor which affects the job performance of the workers. So, the employers should try to allocate the job responsibilities to each employee so that their work production may be attained remarkably. Hence, the “trainings” have much importance in the boosting up the performance. Therefore, employers should organize the trainings for the employees for getting more desirable output and provide overall better workplace environment to their workers because we found that the workplace environment has significant positive impact on the job performance of the workers. Finally, the employers can have better work output from their workers by improving their workplace environments and decreasing such factors which affect the workers output like awkward lights and ambiguous work goals.

Recommendations

In the light of the results explored through this research, the following recommendations are suggested:

1. Calm environment should be provided to the employees.
2. Job description should be clearly designed and given to the workers.
3. Trainings should be arranged for the workers.
4. There should be a congenial working environment.
5. Work stress should be reduced.
6. Recreational opportunities should be provided to man power.
7. Furniture should be comfortable.
8. Employees should be encouraged for doing new tasks and for getting better work output.

9. Suitable working atmosphere should be provided.
10. Special incentives should be provided to the staff to enhance job performance.

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