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Work Environment and Job Performance of Librarians in Ahmadu Bello University Library (KIL), Zaria

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WORK ENVIRONMENT AND JOB PERFORMANCE OF LIBRARIANS IN AHMADU BELLO UNIVERSITY LIBRARY (KIL), ZARIA

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ABSTRACT

The aim of this study is to investigate the effect of Work Environment and Job Performance of Librarians in Ahmadu Bello University Library (KIL), Zaria. Survey research design was adopted for this study. The population of the study was 131 librarians from Ahmadu Bello University, Zaria. A self-structured questionnaire was used to collect data. Data collected were analyzed using descriptive statistics. The study concluded that work environment is key factor when considering the job performance of librarians in academic library. The study also gave the following recommendations; university should provide librarians with much needed materials in order to enhance a conducive work environment for them; university management should make sure that there is assessment of the job performance of librarians.

Keywords: Academic library, Work Environment, Job Performance

INTRODUCTION

Every organization is set up with the aim of fulfilling certain goals. Performance according to Unegbu, Babalola, and Basahuwa (2020) is a deliberate act of achieving set goals and objectives. Alijanzadeh and Limooni (2020) defined job performance as an activity carried out purposely for a job or it could be the result of the activity. Ufuoma and Omekwu (2020) job performance is the measure at which an output is produced as result of the level of inputs given, while in the opinion of Hashmi, Ameen, and Soroya (2019), job performance provides insights into the human psychology of work behaviours and factors that motivates. Job performance which has gained a wide range of definition from various scholars is a determinant of the success or failure of an organization to a large extent (Igbinovia & Popoola, 2016). In the opinion of Okoye, Mbagwu, Moneke, and Abanum (2018), job performance are actions and behaviours which promotes and support the social environment for the improvement of in-role which engenders effective and high productivity. It is the discharge of statutory duties based on library personnel field of specialization which is centered on the attainment of the library objectives (Ikonne & Fajonyomi, 2019) further stressed that in determining organizational performance, job performance has become the significant indicators. They further opined that a growing emphasis has been given to employee job performance as a source of competitive edge to promote responsiveness in enhancing the overall organizational effectiveness and efficiency. Based on this, it can be said that organizational performance is based on the job performance of the employees in the organization. Chukwunonso, Ayele, and Itodo (2020) conceptualized job performance as a construct which consist of many behavior, they noted that the construct of job performance is multidimensional, and they include: quality, quantity, timeliness, cost-effectiveness, need for supervision and interpersonal impact.

Igbinovia and Popoola (2016) asserted that the performance in an organization is highly influenced by organizational culture which means that favourable organizational culture serves as a prerequisite for high performance both at individual and organizational level. Furthermore, problems associated with unhealthy competition, inappropriate behavioral patterns, ethical issues, individual values, unfavorable working conditions, jealousy, anger, hatred, lack of self-control and lack of understanding which happens among employees are factors which affect job

performance (Igbinovia & Popoola, 2016). Tella and Ibinaiye (2020) on their part noted that even though an organization might provide support for its employee in order to enhance their performance, however this support might not be enough to provide a good job performance, they mentioned that organizational provision of training, professional development opportunities, employee's skill, abilities and personality are not capable of bringing out the best in an employee if there is no motivation which is the inner drive that makes an employee perform extraordinarily.

Personnel experience by the researcher indicated that librarians have not been meeting the expected level of job performance in the library, especially in this present study locale. Scholars have pointed to the fact that the job performances of librarians in the Nigerian universities have not been meeting the set levels of expectation in certain tasks. Akor (2009) found the job performance of librarians to be at a low level in the North Central zone of Nigeria. In terms of publications output, Amusa, Iyoro and Olabisi (2013) as well as Babalola and Nwalo (2013) reported a low job performance of librarians. Likewise, Akor (2014) found the job performance of librarians to be low. Somvir (2012) observed that patrons complain at the decline in prompt services delivered by some academic librarians who appear tactless and hardly cope with their job-related problems. Reduced efficiency in services of the library, decline in prompt services and the misuse of resources as well as low turnout of research output are evidences of the librarians' low level of job performances. This situation, if allowed to persist may impinge negatively on the overall effectiveness of university libraries and academic culture of Nigerian universities (Nwosu, Ugwuegbu & Okeke, 2013). Davidescu, Apostu, Paul and Casuneanu (2020) showed that expectations of performance on a job are predicted by work-related behaviours of employees. They identified that library management appraise work-related behaviours of employees in the library to ensure these are well managed. It is these work-related behaviours that turn into tangible job performances needed to meet the goals and objectives of the library. Presently, it is not clear if the librarians in the Nigerian universities have found a pragmatic means of improving their work-related behaviours to ensure effective performance on their job. This prompted the current evaluation of the level of job performance of librarians in universities in Lagos and Ogun State, Nigeria using the eight factor model of job performance proposed by Campbell, Gasser, and Oswald (1996).

Academic libraries are known to be the intellectual heart of the university because of the wide range of information they possess which is usable for learning and research practices. This assertion was supported by Alegbeleye, Unegbu, Babalola, and Gbemi-Ogunleye (2020) who opined that in the university system, the major reason for the establishment of libraries is for the provision of qualitative information services and to engender knowledge acquisition for students in order to aid teaching and research for staff members of the university as well as the community where the library is located. In furtherance of this assertion, Unegbu et al. (2020) opined that the heartbeat of the university is a constituent of academic libraries because they play a major role to the success of the institution. The academic library plays a very essential role in supporting the mandate of their institution's research, teaching as well as community service by critically selecting, possessing, processing, keeping and giving out relevant information resources within and beyond their environments (Unegbu et al., 2020). The need for a library in an academic institution cannot be overemphasized because they help in fulfilling the purpose of aiding the curriculum and research in the university.

Emphasizing the importance of a university library, Ufuoma and Omekwu (2020) noted that university library offers services to the university in the area of learning, reading and advance research. They further noted that academic libraries are known for two major responsibilities which are: to aid and support the school curriculum and to support the research of the university, college as well as that of the students. Academic libraries are the "treasure house" of knowledge which meets the needs of academic, innovators, technocrats, researchers, students and those that falls within the confines of higher education, and this is because they reflect the community they serve (Ufuoma & Omekwu, 2020).

Academic librarians have responsibility to help students become information literate (Aharony, Julien, & Nadel-Kritz, 2020). They performed the core of the job that actually project the library. Such job includes, acquisition, processing, evaluating and weeding or information resources. It also involves some other specialized services such as: library consortia, selective dissemination of information, library loan, current awareness and any other required services. Arguably, when the information resources are not well consulted it becomes an issue to be worried about and may amount to waste of university resources (both personnel and fund). This could be as a result of librarians not developing good collection management skills or the unfavourable work

environment factors which may lead to poor job performance. However, Work environment need to be consider when it comes to the job performance of librarians.

Work environment as conceptualized by Alegbeleye et al. (2020) is the constituents of employee involvement with work. It is the environment needed to determine organizational performance and effectiveness. It also increases employee satisfaction which affects performance (Dharmanegara, Sitiari, & Wirayudha, 2016). Work environment helps supports daily work activities because it increases and improve employee performance (Hardiyono, Hamid, & Yusuf, 2017). In a typical working environment, significant components are physical and behavioural constituents. Elements which are associated with employee's aptitudes to attach physically with the office environment are called physical environment. While the office occupier etiquettes with each other are interconnected through the behavioural environmental components. Office environment positively affects the behaviour of individual employees. Thus, the excellence of working environment act as an essential function in determining the level of employee and worker motivation, productivity, and performance (Sharma, Dhar, & Tyagi, 2016). How well employees are affiliated to an organisation, affects how employees behave within an organization settings including: their motivation level, innovative behavior, abseenteesm, interaction with other employees and job retention. Employee productivity is the most significant interest nowadays, and it is affected by the working environment in many ways (Mwendwa, McAuliffe, Uduma, Masanja, & Mollel, 2017). It can play a positive or negative role depending on prevailing physical conditions in the working environment. In developing countries, most of the workplace environment in industries is insecure and harmful. Healthy and safe working environment can take a very central role in increasing productivity; unfortunately, most of the employers consider it as an extra cost and do not spend much on maintaining comfortable working environment (Thobaben & Woodward, 1996). Furniture design, ventilation, noise, light, supervisor support, workspace, communication, fire safety measures affect employee productivity (Eberendu, Akpan, Ubani, & Ahaiwe, 2018), all these are aspect of work environment. These employee productivities translate to job performance of employees in the organization . Ajegbomogun and Diyaolu (2018) noted in their study that the performance of library staff is closely associated by the physical work environment factors among which are availability of library facilities. This they stressed by saying that the availability of relevant facilities such as current printed materials, printers, internet/email, multimedia projectors, CD-

Roms, air conditioners/fans will enhance job performance. A well-structured and grand organisation looks after and maintains the needs of their employees (which in the case of this study are librarians). Vigorous workers in grand organisations achieve peak performance and maintain the organisation value (Kiyatkin & Baum, 2012). Employees working in insecure and unhealthy environment have pretentious occupational disease due to the negative influences of the environment on their performance, which affects the overall productivity of the organization (Chandrasekar, 2011).

The levels of job performance of librarians have been found to be low as discussed by several authors and this has been associated with several factors. In this study, collection management practices and work environment have been focused as factors that could affect job performance of librarians. This implies that collection management which revolves around four major indicators (selection, acquisition, evaluation and weeding) and work environment (indicating light, computers, furniture, internet facilities, air conditioner and psychological work environment) are considered as factors likely to influence the accuracy, leadership, teamwork and communication which are indicators of job performance.The individual variables as it may influence job performance has been studied by various scholars, however, this study seeks to establish the joint effect of collection management practices and work environment on Job performance of librarians in academic libraries in Lagos and Ogun States, Nigeria.

Statement of the Problem

Every employer wants the best performance from the employee, irrespective of the circumstances and situation. It is assumed that what constitutes individual work performance differs from one job to the other. Librarians are expected to perform their duty in a particular pattern as befit trained professionals which includes collection management practice: acquisition, processing of information resources, cataloguing, classification, and shelving, weeding, evaluation of library resources and other special services. Literature have shown that there is low job performance of academic librarians in Nigeria (Babalola & Nwalo, 2013; Amusa, Iyoro & Olabisi, 2013; Akor,2014; Somvir, 2012), as evident in decline in prompt service, reduced efficiency in library service, misuse of resources and low turnout of research outputs. The reason for the perceived shortfall in job performance of librarians might likely be linked to poor collection management practices and work environment factors. Previous studies such as Alegbeleye et al., (2020) suggested that, employee's job performance level will depend on the factors of work environment such as availability of library facilities which include internet service, printers, projectors etc. Thus, when the work environment is inadequate, collection management practices of librarian are affected which in turn leads to the decrease in employee productivity and performance. This study therefore investigated the effect of Work Environment and Job Performance of Librarians in Ahmadu Bello University Library (KIL), Zaria.

Objective of the Study

The general objective of this study is to ascertain the effect of Work Environment and Job Performance of Librarians in Ahmadu Bello University Library (KIL), Zaria. While the specific objectives are to:

1. ascertain the level of job performance of Librarians in Ahmadu Bello University Library (KIL), Zaria

2. determine the conduciveness of work environment of Librarians in Ahmadu Bello University Library (KIL), Zaria

Research Question

The study was guided by the following research questions.

1. What is the level of job performance of Librarians in Ahmadu Bello University Library (KIL), Zaria?
2. How conducive is the work environment of Librarians in Ahmadu Bello University Library (KIL), Zaria?

METHODOLOGY

The research design used in this study is the survey research design. The population of this study consists of 131 librarians in in Ahmadu Bello University Library, Zaria. The total enumeration was adopted in this research. This means that the totality of all the elements in the population was used during the study. This type of sampling techniques occurs when the researcher rationalised the choice of sampling based on convenient and research purpose. This technique was preferred due to the manageable size of the population. In addition, total enumeration was adopted because it eliminates biasness as well as makes inference more accurate and precise. Therefore, 131 librarians in Ahmadu Bello University Library, Zaria was used as sample size. The research instrument used in this study was self-constructed questionnaire.

DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

Research Question One: What is the level of job performance of librarians in Ahmadu Bello University, Zaria? This question is aimed at determining the level of job performance of librarians in Ahmadu Bello University, Zaria.

Table 1: Level of Job Performance of Librarians in Ahmadu Bello University, Zaria

S/N	Level of Job Performance	High	Moderate	Low	Very Low	Mean	Std. Dev.
1.	**Team work** I maintain good relationship with my co-workers in order to achieve organisational goal to a high extent	Average mean 110(85.9%)	3.76 18(14.1%)	0(%)	0(0%)	3.86	0.35
2.	I listen carefully to what others have to say to a high extent	102(79.7%)	24(18.8%)	2(1.6%)	0(0%)	3.78	0.45
3.	I am always ready to back a good suggestion in the common interest of any group to a high extent	100(78.1%)	26(30.3%)	2(1.6%)	0(0%)	3.76	0.46
4.	I am able to influence people without pressurising them to a high extent	90(70.3%)	38(29.7%)	0(0%)	0(0%)	3.70	0.46
5	I go out of my way to help people in the group to a high extent	88(68.8%)	40(31.3%)	0(0%)	0(0%)	3.68	0.47
	Accuracy		Average mean	3.69			

No.	Statement					Mean	SD
6.	I carry out my duty in the library based on facts	96(75%)	32(25%)	0(0%)	0(0%)	3.75	0.44
7.	I am very careful in displaying my responsibilities to avoid mistakes that can negatively affect the library as well as other staff	96(75%)	30(23.4%)	2(.6%)	0(0%)	3.73	0.48
8.	I do my work with strict confidence	90(70.3%)	36(28.1%)	2(1.6%)	0(0%)	3.68	0.50
9.	I am thorough when I am doing my work	86(67.2%)	42(32.8%)	0(0%)	0(0%)	3.67	0.47
10.	I make my instructions clear without ambiguity	88(68.8%)	38(29.7%)	2(1.6%)	0(0%)	3.66	0.57
	Communication		Average mean	3.38			
11.	I contribute my ideas to the development of the library without fear of rejection or segregation	76(59.4%)	42(32.8%)	6(4.7%)	4(3.1%)	3.48	0.73
12.	I have excellent communication skills.	62(48.4%)	62(48.4%)	2(1.6%)	2(1.6%)	3.44	0.61
13.	Information i receive in the library are always genuine and legit.	54(42.2%)	68(53.1%)	4(3.1%)	2(1.6%)	3.36	0.63
14.	I am satisfied with the communication within the library	58(45.3%)	56(43.8%)	14(10.9%)	0(0%)	3.34	0.67
15.	I am always updated on the recent development at work	56(43.8%)	58(45.3%)	10(7.8%)	4(3.1%)	3.29	0.75
			Average mean	3.59			
	Leadership style						
16.	I encourage team work in the library.	88(68.8%)	40(31.3%)	0(0%)	0(0%))	3.69	0.47
17.	I develop vision for the future of the library	86(67.2%)	42(32.8%)	0(0%)	0(0%))	3.67	0.47
18.	I recognise and encourage every input made by other staff in the library	74(57.8%)	48(37.5%)	6(4.7%)	0(0%)	3.53	0.59
19.	I take risks when i discover new ideas that can promote the library	40(62.5%)	44(34.4%)	2(1.6%)	2(1.6%)	3.58	0.61
20.	I enjoy delegation in carrying out duties in the library	74(57.8%)	46(35.9%)	8(6.3%)	0(0%)	3.52	0.62
	Range	70.0	50.0	14.0	4.0	0.57	
		Grand Overall Mean	3.61				

The level of job performance of the librarians in Ahmadu Bello University, Zaria were explained and the result revealed the following. Inferring from the Grand overall mean ($\bar{x}$=3.60), it could be said that the job performance of librarians in Ahmadu Bello University, Zaria is high. Inferring from the analysis, it could be deduced that librarians have a high level of job performance related to team work ($\bar{x}$=3.76). Specifically, the librarians noted that they maintain good relationship with their co-workers in order to achieve organisational goal to a high extent ($\bar{x}$=3.86), they listen carefully to what others have to say to a high extent ($\bar{x}$=3.78), They are always ready to back a good suggestion in the common interest of any group to a high extent

($\bar{x}$=3.76), they are able to influence people without pressurising them to a high extent ($\bar{x}$=3.70) and they also go out of their way to help people in the group to a high extent ($\bar{x}$=3.68). In regards to accuracy the level of job performance of the librarians is high with an average mean of ($\bar{x}$=3.69). Specifically, the librarians respondents that they carry out their duty in the library based on facts ($\bar{x}$=3.75), they are very careful in displaying their responsibilities to avoid mistakes that can negatively affect the library as well as other staff ($\bar{x}$=3.73), they do my with strict confidence ($\bar{x}$=3.68), they are thorough when they am doing their work ($\bar{x}$=3.67) and they make sure their instructions are clear without ambiguity ($\bar{x}$=3.66). In regards to communication, the level of job performance is moderate with an average mean of ($\bar{x}$=3.38), specifically the librarians agreed that they contribute their ideas to the development of the library without fear of rejection or segregation ($\bar{x}$=3.48), they have excellent communication skills ($\bar{x}$=3.44), they receive genuine and legit information ($\bar{x}$=3.36), they are satisfied with the communication within the library ($\bar{x}$=3.34) and they are always updated on the recent development at work ($\bar{x}$=3.29). In regards to leadership style, the librarians job performance is high with an average mean of ($\bar{x}$=3.59). specifically they noted that the encourage team work in the library ($\bar{x}$=3.69), they develop vision for the future of the library ($\bar{x}$=3.67), they recognise and encourage every input made by other staff in the library ($\bar{x}$=3.53), they take risks when they discover new ideas that can promote the library ($\bar{x}$=3.58) and they enjoy delegation in carrying out duties in the library ($\bar{x}$=3.52). The result also shows that the range of the mean score is 0.55.

Research Question Two: How conducive is the work environment of in Ahmadu Bello University, Zaria? This is to determine the conduciveness of the work environment where the librarians work.

Table 2: The conduciveness of the work environment of librarians in Ahmadu Bello University, Zaria.

S/N	The conduciveness of Work Environment of Academic Libraries	High	Moderate	Low	Very Low	Mean	Std. Dev.
1	Space in my office environment is conducive	72(56.3%)	42(32.8%)	12(9.4%)	2(1.6%)	3.43	0.73
2.	The level of electricity in your	62(48.4%)	56(43.8%)	6(4.7%)	2(1.6%)	3.41	0.66

	library is high						
3.	The level of workability of the computers in your library good	56(43.8%)	62(48.4%)	8(6.3%)	2(1.6%)	3.34	0.67
4.	The conduciveness of the tables in your office is adequate	50(39.1%)	66(51.6%)	10(7.8%)	2(1.6%)	3.28	0.68
5.	The level of psychological work environment in your office satisfactory	48(37.5%)	64(50%)	14(10.9%)	2(1.6%)	3.23	0.71
6.	Availability of resources in my is adequate	26(20.3%)	52(40.6%)	40(31.3%)	10(7.8%)	2.73	0.88
				Average mean		3.24	

Source: Field Survey (2021)

The result revealed that the librarians have a conducive work environment which supports their daily duties with an average mean of ($\bar{x}$=3.24). This is because in most of the libraries, the level of light is high with ($\bar{x}$=3.41) response, however, the level of workability of the computer in the office of the librarians is moderate with ($\bar{x}$=3.34). Many of the respondents however agreed that their offices are spacious with ($\bar{x}$=3.43), while availability of resources is moderate at ($\bar{x}$=2.73). The conduciveness of the tables in the offices of the librarians is moderate with ($\bar{x}$=3.38) while the level of psychological work environment is also moderate with ($\bar{x}$=3.23) moderate response.

Discussion of Findings

The study examines the effect of work environment on the job performance of librarians in Ahmadu Bello University, Zaria. The field survey conducted by the researcher analyzed, interpreted and the result is discussed below.

From the study, the level of job performance is high because the indicators of job performance as noted in the field survey were recorded to have high response from the librarians. The findings agree with the finding of Arshad and Ameen (2010) who did a research on service quality of University of Punjab's libraries from users' points of view but it is in contrast with the findings of the study by Mardani and Sharifmoghadam (2012) on quality of library services in Tehran University of Medical Sciences in which users did not agree with librarians that the library

provide them with the desired level of services. There is also a slight difference in the findings of this study and that of Pedramnia, Modiramani and Ghanbarabadi (2012) in which it was discovered that the highest score for job effectiveness was Service effect while the lowest score was Library as place; the present study also recorded the highest score for Service effect but the lowest score went to Information control. The findings also showed a departure from the studies of Cook, Heath, Thompson and Webster (2003) and Rehman (2012) all of whom found Information control had the highest score while Library as place had the lowest score.

Also the findings of this study noted that the librarians work in a moderate work environment which only provide little support for their daily activities, however, the level of light was found to be high as well as having a spacious environment while other factors are on a moderate level. This is in alignment with the work of Sumardjono and Adiatama (2019) who opined that the physical work environment is associated with colour of working area, lighting, cleanliness and space design; the non physical work environment which is associated with employees welfare, working atmosphere, employees interpersonal relationship with each other. Likewise Ajegbomogun and Diyaolu (2018) who associated good work environment with the availability of relevant facilities such as current printed materials, printers, internet/email, multimedia projectors, CD-Roms, air conditioners/fans will enhance job performance.

Conclusion

The job performance of librarians in academic libraries is a major determinant to how well a library can meet the goal of the parent institution since it is one of the responsibility of the library. It could be inferred from the findings of this study that work environment are key factors when considering the job performance of librarians in academic libraries as it has been proven that both significantly influence the job performance of librarians. In this case it is important to note that in order to ensure a good job performance in academic library, the work environment of librarians should be worked upon.

Recommendations

Sequel to the findings of this study, the following recommendations are hereby made:

1. University should provide librarians with much needed materials in order to enhance a conducive work environment for them.
2. University management should undertake periodic assessment of the job performance of librarians.

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