

# Work environment as predictors of perceived organisational performance of private university libraries in South-west, Nigeria

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ORIGINAL

## Abstract

The library is the major source of information provider in the university community, which makes it a storehouse of information for intellectual development for staff and students. The effective and efficient performance of any private university library personnel will greatly depend on the work environment of the private university library which can be conducive or unconducive for them to perform their task. To this effect, this study investigated the influence of the work environment on organisational performance of private university libraries in South-west, Nigeria. Two research questions were answered while one hypothesis was tested at 0.05 alpha level. The study adopted survey research design of the correlational type with the study population of 430 librarians from 30 private universities established as at 2021, in the six states of South-west, Nigeria. The study used total enumeration method to cover all the professional and para-professional library personnel. A validated questionnaire was used for data collection. The Cronbach alpha was used to compute the reliability coefficient of the instruments as follows: Work environment (0.730) and organisational performance (0.885). Sample of 378 questionnaires were retrieved and used for data analysis using descriptive statistics, while inferential statistics was used for data analysis. Findings revealed that the state of work environment of private university libraries in the south-west is conducive. Result from the finding indicated that there is large organisational performance in the private university libraries, the result also revealed that there is a significant relationship between work environment and organisational performance of private university libraries in South-West, Nigeria ( $r=0.513$ ,  $n=378$ ,  $p(0.000)<0.05$ ) and Psychological work environment ( $r=0.449$ ,  $p(0.000)<0.05$ ), has the highest influence. Hence, work environment influenced/enhanced organisational performance of private university libraries in the study.

## Keywords:

*Work environment, Organisational performance, Private University, libraries*

## El entorno laboral como factor predictivo del rendimiento organizativo percibido en las bibliotecas universitarias privadas del suroeste de Nigeria

La biblioteca es la principal fuente de información de la comunidad universitaria, lo que la convierte en un almacén de información para el desarrollo intelectual del personal y los estudiantes. El rendimiento eficaz y eficiente del personal de cualquier biblioteca universitaria privada dependerá en gran medida del entorno de trabajo de la misma, que puede ser propicio o desfavorable para el desempeño de su tarea. A tal efecto, este estudio investigó la influencia del entorno laboral en el rendimiento organizativo de las bibliotecas universitarias privadas del suroeste de Nigeria. Se respondió a dos preguntas de investigación y se comprobó una hipótesis con un nivel alfa de 0,05. El estudio adoptó un diseño de investigación por encuesta de tipo correlacional con una población de estudio de 430 bibliotecarios de 30 universidades privadas establecidas en 2021, en los seis estados del sudoeste de Nigeria. El estudio utilizó el método de enumeración total para abarcar a todo el personal bibliotecario profesional y paraprofesional. Para la recogida de datos se utilizó un cuestionario validado. Se utilizó el alfa de Cronbach para calcular el coeficiente de fiabilidad de los instrumentos de la siguiente manera: Entorno laboral (0,730) y Desempeño organizativo (0,885). Se recuperó una muestra de 378 cuestionarios y se utilizó para el análisis de datos la estadística descriptiva, mientras que para el análisis de datos se utilizó la estadística inferencial. Los resultados revelaron que el entorno laboral de las bibliotecas universitarias privadas del suroeste es propicio. Los resultados también revelaron que existe una relación significativa entre el entorno laboral y el rendimiento organizativo de las bibliotecas universitarias privadas del sudoeste de Nigeria ( $r=0,513$ ,  $n=378$ ,  $p(0,000)<0,05$ ) y

que el entorno laboral psicológico ( $r=0,449$ ,  $p(0,000)<0,05$ ) es el que más influye. Por lo tanto, el entorno laboral influyó en el rendimiento organizativo de las bibliotecas universitarias privadas estudiadas.

Palabras clave:

*Ambiente de trabajo, Desempeño organizativo, Universidad privada, bibliotecas*

## Ambiente de trabalho como preditores do desempenho organizacional percebido de bibliotecas de universidades privadas no sudoeste da Nigéria

A biblioteca é a principal fonte de fornecimento de informações na comunidade universitária, o que a torna um depósito de informações para o desenvolvimento intelectual de funcionários e alunos. O desempenho eficaz e eficiente de qualquer funcionário da biblioteca de uma universidade privada dependerá muito do ambiente de trabalho da biblioteca da universidade privada, que pode ser propício ou não para o desempenho de suas tarefas. Nesse sentido, este estudo investigou a influência do ambiente de trabalho no desempenho organizacional de bibliotecas universitárias privadas no sudoeste da Nigéria. Duas perguntas de pesquisa foram respondidas e uma hipótese foi testada em um nível alfa de 0,05. O estudo adotou o desenho de pesquisa de levantamento do tipo correlacional com a população de estudo de 430 bibliotecários de 30 universidades privadas estabelecidas em 2021, nos seis estados do sudoeste da Nigéria. O estudo usou o método de enumeração total para abranger todo o pessoal profissional e paraprofissional da biblioteca. Um questionário validado foi usado para a coleta de dados. O alfa de Cronbach foi usado para calcular o coeficiente de confiabilidade dos instrumentos, como segue: Ambiente de trabalho (0,730) e desempenho organizacional (0,885). Uma amostra de 378 questionários foi recuperada e usada para análise de dados por meio de estatística descritiva, enquanto a estatística inferencial foi usada para análise de dados. Os resultados revelaram que a situação do ambiente de trabalho das bibliotecas universitárias privadas no sudoeste é favorável. O resultado da pesquisa indicou que há um grande desempenho organizacional nas bibliotecas universitárias privadas. O resultado também revelou que há uma relação significativa entre o ambiente de trabalho e o desempenho organizacional das bibliotecas universitárias privadas no sudoeste da Nigéria ( $r=.513$ ,  $n=378$ ,  $p(.000)<.05$ ) e o ambiente de trabalho psicológico ( $r=.449$ ,  $p(.000)<.05$ ) tem a maior influência. Portanto, o ambiente de trabalho influenciou/melhorou o desempenho organizacional das bibliotecas universitárias privadas no estudo.

Palavras-chave:

*Ambiente de trabalho, desempenho organizacional, universidade privada, bibliotecas*

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## 1. Introduction

The university library is the “centerpiece” of a learning institution which provides information materials for students and faculties as a place for research and acquiring knowledge (Okeoghene Mayowa-Adebara and Rosaline Oluremi Opeke 2019). State further that the university library is a place, or room or building which consists of different forms of information resources carefully selected by professionals which are made available for referencing or borrowing within the main purpose of meeting the needs of the university community. The library is the major source of information provider in the university community, which makes it a storehouse of information for intellectual development for staff and students. The university library is an organisation, where students make use of the available information resources in the support of their academic activities which is one of the main purposes for which the library is established.

However, the effective and efficient performance of any private university library personnel will greatly depend on the work environment of the private university library which can be conducive or unconducive for them to perform their task. Oyerinde and Mayowa-Adebor (2019) noted that for any organisation like a private university library to be productive such an environment must be conducive in order for the employees’ to be able to carry out their duties. Agada and Tofi (2020), viewed the workplace as the physical setting, social interaction within the workplace, psychological and technological conditions that impact the performance of university libraries. They further listed elements of the employee work environment as physical environment, mental environment, and social environments. Organisations with a suitable and safe work environment would have employees who are happy with the time spent at the workplace and who are ready to commit their energy, skills as well as make use of their working time effectively and efficiently to improve the performance of the organisation. This research investigates various work environments such as physical, social and psychological work environment and it predicts organisational performance of private universities in South-west, Nigeria.

### 1.1. Statement of the Problem

Work environment plays a major role in the way library personnel carry out the tasks assigned to them. Employees will feel at ease and motivated to do the job in an enjoyable work environment, such as a clean office environment, appropriate lighting, adequate ventilation, harmonious staff interactions, and competent leadership, staff development, among other things.

When all these factors are absent, they result in poor attitude of workers towards their work and those they serve. This situation of personnel poor attitude might, therefore, bring dissatisfaction, lack of commitment to work, absenteeism and lateness which make them perform below expectations. This however may affect meeting the information needs of library users thereby hindering the general progress in research, scholarship, and institutional development. If this scenario is not properly addressed, it may negatively influence staff performance in the private university libraries in rendering their services to the users. It is on this note that this research investigates work environment as predictors of perceived organisational performance of private university libraries in the South-west.

### 1.2. Objectives of the Study

The general objective of this study is to determine how work environment predicts organisational performance of private university libraries in South-west, Nigeria.

- Ascertain the state of work environment of private university libraries in South-west, Nigeria.
- Determine the level of organisational performance of private university in South-west, Nigeria.
- Find out the significant relationship between work environment and organisational performance of private university libraries in South-west, Nigeria.

### 1.3. Research Questions

The following questions will be answered in the study:

- What is the state of work environment of private university libraries in South-west, Nigeria?
- What is the state of organisational performance of private university libraries in South-west, Nigeria?

### 1.4. Research Hypothesis

There is no significant relationship between work environment and organisational performance of private university libraries in South-west, Nigeria.

## 2. Literature Review

Work environment can be described as all the elements within the employees' work surroundings, and it includes the kind of occupations, working circumstances, and how employees are treated by their bosses and coworkers at work. Oyerinde (2020) viewed Workplace as an environment where an employee's mental and physical well-being is encouraged to execute their duties.

Teo, Bentley, & Nguyen (2019) suggested that when employees are treated well by their employers, they will respond positively and produce positive work outcome when they perceive a supportive and positive work

environment. There will be tolerance for uncertainty, doubts, which will reduce clash, disable resistance, where there is improvement at work environment. Funminiyi (2018) opined that attractive and supportive work environment is the one in which the individual is attracted to remain in such workplace and is also motivated to perform the activities given to them. When employees perform something valuable that generates a sense of personal benefit, they perceive certain working situations to be enjoyable.

Muwaffaq, Yunus Amar and Mardiana (2020) said that an employee will feel comfortable at work, carry out his/her duties and maximize time effectively and conversely, when an employee enjoys his work environment, he performs better. A negative work environment reduces his performance. When there is a healthy workplace atmosphere, there will be less employee turnover, fewer occurrences of fraud, better safety standards, easier to attract and keep competent staff, and greater employee welfare. A negative work environment will cause a sense of disappointment. Cruel management and neglecting of the employees can really put off worker interest to put in their best. Boredom, diminished productivity, weariness, frustration, and dependency may result when a worker does not find his or her work environment gratifying and enjoyable. Employees are less likely to be dissatisfied, protest, or complain if they are not deprived of what they are meant to obtain from their work environment.

## 2.1. Physical work environment

Dafruddin and Heryanto (2019) viewed all physical circumstances found around the workplace that can affect employees directly or indirectly, such as lighting, air, temperature, mobility, space, security, cleanliness, music, and others. They are referred to as the working atmosphere. The physical work environment, according to Nzewi et al. (2018), is an important aspect of the work environment that has to do with the office layout and design. Furniture (tables, chairs, etc.), machine layout, ventilation and lighting, noise levels, protective equipment, workstations, office gadgets, computers, and office space are all examples of this. Physical work environment, according to Setiyanto and Nataliab (2016), refers to any physical circumstance surrounding the workplace that affects employees directly or indirectly. The temperature of the air in the workplace, the size of the workspace, noise, density, and distress, according to them, are all physical components.

## 2.2. Psychological work environment

Psychological working environment is a term used for the work part that deals with the nature and conditions under which the work is performed. Wanjala and Joram (2018) proposed that a psychological work environment can be established if job needs are taken into account when constructing the work system. According to Kukiqi (2017), the psychological work environment includes those aspects of the workplace that are significant for workers' behaviour. Emotions, moods, psychological symptoms, and emotional disturbances are regarded to be influenced by behaviours. Attitudes, beliefs, decision-making, and behaviours such as effectiveness, absence, and motivation are all examples of knowledge. The psychological work environment includes good descriptions and references to external sources of information on stress, bullying, working needs, cooperation, and conflict, among other things, according to Agbozo, et al. (2017).

## 2.3. Social work environment

The constructive use of groups in the social environment entails group leaders influencing individual workers' attitudes and behavior toward the organisation. It can be defined as the relationship between employees and their superiors in the workplace. According to Agbozo et al. (2017), the social work environment is a setting that deals with communication styles, superior-subordinate relationships, coworker relationships, and others' willingness to help as well as teamwork. Interaction between employees within an organisation is critical to achieving organisational objectives. Wanjala and Joran (2018) defined the social work environment as the productive use of groups of people in which group heads or leaders influence individual attitudes and behaviors toward the organisation.

According to Mainya (2016), supervisory support is defined as the extent to which supervisors assist employees' participation in training, innovation, skills, and knowledge realization, as well as acknowledge employees who engage in these activities. Supervisors must engage in informal mentoring to foster a shared understanding and relationship with their staff. They would be able to achieve mutual satisfaction as a result of their mutual

understanding. A supervisor could act as a trainer for the employees, guiding them through the operational process and aiding them in performing their jobs, especially when it comes to a new approach.

#### 2.4. Concept of organisational performance of library

Organisational performance, according to Ion and Criveanu (2016), involves productivity, efficiency, effectiveness, economy, earning capacity, profitability, and competitiveness are all terms that are combined. The actual output of an organisation as assessed against its anticipated aims is referred to as organisational performance. Organisational performance assesses management strategies and determines whether social, economic, and environmental objectives are met. University libraries are a non-profit organisation designed to support the university's academic programs by providing students with information, resources, and services to assist them improve their academic performance.

The services provided to users determine the quality of library services at any university library, which in turn, determines the library's overall quality. However, the effectiveness and efficiency of service delivery are depending on the quality of the personnel in charge. It is the responsibility of library employees to improve services to its patrons and to ensure that information sources, services, and resources are used effectively for their advantage. The organisational performance of any library could be high if there is cooperation and good team work between the leader and the subordinates. This will lead to workers' satisfaction, patrons' satisfaction of the library services and high level of patronage. If the university library is able to accomplish its goals and objectives, it means that the performance of the library as an organisation is positive.

Meeting the needs of library users, patronage levels, and operating costs affect staff satisfaction and retention. In the same vein, collection development, internally generated revenue, and the quality of service rendered by the library could all be used to evaluate the library's performance as a non-profit organisation. According to Odunewu and Haliso (2019), the completion of duties within a given time frame and effective delivery of services by librarians are among the characteristics of a library's good job performance.

#### 2.5. Work environment and organisational performance

An organisation in the process of meeting its goals must ensure that the personal goals of its human capital are also met and therefore they must create a strategy that would help employees serve the organisation better. This study is based on Theory of Work Adjustment (TWA) which was founded by Dawes and Lofquist in 1984 at the University of Minnesota with the purpose of establishing a theoretical model that would explain the interaction between employees and their work environment. As a result, work is viewed and portrayed as a relationship between an individual and their place of employment. As part of the employee-employer relationship, the individual demands certain rewards for work performance and related conditions, such as a safe and comfortable atmosphere in which to carry out his or her duties properly. In order for the interdependence to be maintained and the job to continue, the workplace environment and the individual must continue to meet each other's responsibilities. Correspondence is defined as the degree to which both parties' requirements are met. Developing a high-performance culture that promotes innovation and creativity necessitates a healthy work environment. Effective work environments focus on making the workplace interesting, comfortable, satisfying, and inspiring for employees so that they have a feeling of belonging and can do what they set out to do. Putting in place good service conditions such as compensation and providing a very suitable working environment for employees is the best strategy to boost organisational performance. Employees will always be satisfied if they believe their immediate surroundings, both physically and emotionally, are in line with their responsibilities.

Mihretu and Gopal (2021), examined the impact of the working environment on the organisational performance of the the Arjo Dedessa Sugar Factory (ADSF) and Finchaa Sugar Factory (FSF) in Ethiopia, the physical working environment, work-related risks and injuries, and the psychological working environment and social work environment respectively. 266 and 338 employees were selected through stratified random samples. A response rate of 60% was achieved. The statistical software SPSS V 23.0 was used to analyze and to determine the relationship between the dependent and independent variables using Pearson's correlation and linear regression analysis. The results show that ADSF employees have a more modest social work environment than FSF employees, but the physical work environment of both organisations contributes the least. Both the ADSF and FSF physical working environments had a statistically significant impact on performance.

In addition, Fithri, Mayari, Hasan, and Wirdianto (2021) examined whether the work environment affects the productivity of employees at the Padang City Local Government in Indonesia. Interviews, observations, and questionnaires were methods used to gather data. An employee population of 384 was present. Partial Least Square modeling of structural equations was used in the analytical method. The outcomes of the hypothesis test show that both the physical and non-physical aspects of the workplace have a positive and significant impact on worker performance.

Awan and Tahir (2015) investigated the impact of the working environment on employee productivity through a case study of banks and insurance companies in Pakistan. It was discovered that elements such as supervisor support and coworker relationships had a positive impact on employee productivity. This is also consistent with the findings of Priyadarshan and Anjala (2016), who investigated the impact of work environment on productivity in the public sector in Sri Lanka. The findings demonstrate that the psychological work environment ( $r = 0.334$ ) and the social work environment ( $r = 0.394$ ) have a substantial positive link with employee productivity.

Athirah Saidi et al. (2019) investigate the relationship between the workplace and employee performance. The discovery demonstrates that there is a considerable association between the working environment and employee performance. The supervisor's support was discovered to be the most important factor in establishing a positive working environment. Oyerinde and Mayowa-Adebara (2019) investigated the working conditions and institutional efficacy of polytechnic libraries in southern Nigeria. According to the findings, the work environment had a positive and substantial impact on institutional effectiveness.

### 3. Methodology

This study adopted survey research design of the correlational which deals with observing two or more variables to be able to establish a closely corresponding relationship between the dependent and independent variables. It assesses the relationship between two variables without requiring the researcher to manipulate one of them, with the study population of 430 librarians from 30 private universities established as of 2021, in the six states of South-west, Nigeria. The study used total enumeration method which covered all the professional and para-professional library personnel. A validated questionnaire which was adapted from Njagi (2019) was used for data collection and the questionnaire is attached to this text. The Cronbach alpha was used to compute the reliability coefficient of the instruments as follows: Work environment (0.730) and organisational performance (0.885). Sample of 378 questionnaires were retrieved and Statistical Package for the Social Sciences (SPSS) will be used to analyze and to determine the relationship between the dependent and independent variables using descriptive and inferential statistics such as frequency, percentage distribution, mean, standard deviation and Pearson Product Moment Correlation (PPMC) to test the relationship between the variables at 0.05 levels of significance.

### 4. Results and Discussion of findings

In all, 430 copies of the questionnaire were administered and a total of 378, which represented 87.9% of the total number of questionnaires returned, were found usable for the analysis.

**Table 1: Frequency distribution of respondents by gender**

Gender	Frequency	Percentage
Male	190	50.3
Female	188	49.7
Total	378	100.0

Source: Author.

**Table 1** above shows gender frequencies of the respondents in the study. It reveals that the majority of the respondents 190(50.3%) are males, while 188(49.7%) are female.

**Table 2: Frequency distribution of respondents by length of service**

Length of service	Frequency	Percentage
1-5 years	155	41.0
6-10 years	149	39.4
11-15 years	58	15.3
16-20 years	14	3.7
21 years and above	2	0.5
<b>Total</b>	<b>378</b>	<b>100.0</b>

Source: Author.

**Table 2** shows that 155(41.0%) respondents had between 1-5 years' length of service, 149(39.4%) had between 6-10 years, 58(15.3%) had between 11-15 years, 14(3.7%) had between 16-20 years, and 2(0.5%) had 21 and above years length of service.

Research question one: What is the state of work environment of private university libraries in South-west, Nigeria?

**Table 3: Work environment description of Library personnel**

s/n	Items	SD	D	A	SA	$\bar{x}$	S.D
<b>Physical work environment (Weighted mean = 2.49)</b>							
1	The furniture in my workplace is comfortable, flexible to adjust, easy to rearrange or reorganize enough to enable me to perform my jobs without getting tired	175 46.3%	14 3.7%	131 34.7%	58 15.3%	2.19	1.179
2	The temperatures in the office I operate from is appropriate	46 12.2%	37 9.8%	101 26.7%	194 51.3%	3.17	1.035
3	My office is devoid of unnecessary noise that gives me alone time to perform my duties	42 11.1%	57 15.1%	214 56.6%	65 17.2%	2.80	0.854
4	There is always overcrowding at my workplace	98 25.9%	172 45.5%	74 19.6%	34 9.0%	2.12	0.896
5	There is lack of ventilation in my office	165 43.7%	89 23.5%	77 20.4%	47 12.4%	2.02	1.068
6	The lighting level of my library is very sufficient	74 19.6%	77 20.4%	132 34.9%	95 25.1%	2.66	1.060
<b>Psychological work environment (Weighted mean = 2.48)</b>							
7	There is corporation between me and my team member	107 28.3%	55 14.6%	131 34.7%	85 22.5%	2.51	1.127
8	The work condition of my library is very good	101 26.7%	89 23.5%	114 30.2%	74 19.6%	2.43	1.083

9	The duties assign to me in my library is too stressful	113 29.9%	92 24.3%	91 24.1%	82 21.7%	2.38	1.127
10	I feel comfortable, safe, and healthy here	89 23.5%	71 18.8%	140 37.0%	78 20.6%	2.55	1.065
11	My library gives room for employees development	99 26.2%	71 18.8%	132 34.9%	76 20.1%	2.49	1.086
12	I always get my promotion as at when due	89 23.5%	77 20.4%	132 34.9%	80 21.2%	2.54	1.070
<b>Social work environment (Weighted mean = 2.66)</b>							
13	There is effective communication in my library	65 17.2%	87 23.0%	147 38.9%	79 20.9%	2.63	0.998
14	We have very rigid chains of command	82 21.7%	78 20.6%	152 40.2%	66 17.5%	2.53	1.017
15	My leader support me in learning and apply new skills and ideas	61 16.1%	91 24.1%	160 42.3%	66 17.5%	2.61	0.955
16	My co-workers have good relationship with me and they are friendly	55 14.6%	54 14.3%	213 56.3%	56 14.8%	2.71	0.891
17	There is co-operation between the units in the library	31 8.2%	46 12.2%	254 67.2%	47 12.4%	2.84	0.741

Source: Author.

**Table 3** showed the state of work environment of private university libraries in South-west, Nigeria. Physical work environment: Majority of the respondents indicated that the temperature in their office is appropriate (78.0%), 73.8% indicated their office is devoid of unnecessary noise, and 60.0% indicated that the lighting level of their library is very sufficient. 71.4% indicated their workplace is always overcrowded, and 67.2% lack ven tilation in their office. Psychological work environment: 57.2% Librarians had a great level of corporation among themselves, 57.6% feels comfortable, safe and healthy in their organisation, 56.1% always get their promotion as at when due. 50.2% librarians' work condition is bad; 54.2% librarians' work is too stressful. Social work environment: There is effective communication among librarians, 57.7% librarians have very rigid chains of command, and 59.8% librarians' leaders support them in learning and acquiring new skills and ideas. Hence the state of work environment of private university libraries in South-west, Nigeria is conducive.

Research question two: What is the state of organisational performance of private university libraries in South - West, Nigeria?

**Table 4: Perceived organisational performance of library**

s/n	Items	Low	Moderate	Large	Very Large	$\bar{x}$	S.D
1	In my library, the rate of users patronage increases	114 30.2%	25 6.6%	170 45.0%	69 18.3%	2.51	1.105
2	In my library, patrons have never for once had the cause to stop visiting the library	75 19.8%	62 16.4%	114 30.2%	127 33.6%	2.78	1.116



3	I perceive that there is better interaction between the library staffs and users which make them to visit regularly	68 18.0%	57 15.1%	136 36.0%	117 31.0%	2.80	1.069
4	There is gap between library users	95 25.1%	84 22.2%	104 27.5%	95 25.1%	2.53	1.122
5	I perceive that the needs of users always come first in my library whenever any decision is to be taken	120 31.7%	43 11.4%	120 31.7%	95 25.1%	2.50	1.180
6	In my library, the service provided always meet the needs of the users	91 24.1%	58 15.3%	122 32.3%	107 28.3%	2.65	1.131
7	My library always responds to patron's complaints and queries	85 22.5%	66 17.5%	126 33.3%	101 26.7%	2.64	1.103
8	Our patrons seldom complain about how we treat them or attend to them	102 27.0%	76 20.1%	118 31.2%	82 21.7%	2.48	1.107
9	My library conducts evaluation regularly in order to get feedback from patrons	109 28.8%	60 15.9%	111 29.4%	98 25.9%	2.52	1.161
10	Each section in my library work together to render good services to the users	80 21.2%	54 14.3%	139 36.8%	105 27.8%	2.71	1.090
11	I perceive that the number of library collection in my library is much compared with other institutions	84 22.2%	55 14.6%	132 34.9%	107 28.3%	2.69	1.107
12	My library always increase it collection regularly not only during accreditation	93 24.6%	67 17.7%	127 33.6%	91 24.1%	2.57	1.105
13	I perceive that my library collection is relevant to the needs of the users.	100 26.5%	48 12.7%	131 34.7%	99 26.2%	2.61	1.138
14	My library always inform the patrons of the new collection added to the library stock	89 23.5%	69 18.3%	134 35.4%	86 22.8%	2.57	1.083
15	The collection in my library are not outdated	97 25.7%	56 14.8%	145 38.4%	80 21.2%	2.55	1.090
16	Overtime, my library has been able to meet up to her financial obligations	93 24.6%	70 18.5%	124 32.8%	91 24.1%	2.56	1.106
17	My library has been able to generate revenues from it services rendered	95 25.1%	56 14.8%	140 37.0%	87 23.0%	2.58	1.100
18	I perceive strongly that my library is doing well financially	99 26.2%	61 16.1%	133 35.2%	85 22.5%	2.54	1.107
19	My library provide all round services to patrons	90 23.8%	65 17.2%	145 38.4%	78 20.6%	2.56	1.067
20	I perceive that my library always meet all the budget plan	95 25.1%	55 14.6%	139 36.8%	89 23.5%	2.59	1.104

21	In my library, staffs are treated in such a way that they don't leave	84 22.2%	81 21.4%	131 34.7%	82 21.7%	2.56	1.062
22	In my library, employees have the freedom to pursue their goals	90 23.8%	64 16.9%	149 39.4%	75 19.8%	2.55	1.060
23	I am satisfied with my monthly take home compared with my level of education	78 20.6%	72 19.0%	137 36.2%	91 24.1%	2.64	1.062
24	I am satisfied with my library policies guiding promotion of the staff	80 21.2%	52 13.8%	153 40.5%	93 24.6%	2.69	1.065
25	In my library, staffs are not retrench from their job	63 16.7%	76 20.1%	145 38.4%	94 24.9%	2.71	1.019

Source: Author.

**Table 4** showed the state of organisational performance of private university libraries in South-West, Nigeria. Majority of the respondents indicated that the rate of users patronage increases (45%), 36.0% of the respondents indicated that there is interaction between the library staffs and users, 32.3% indicated that the needs of the users was met, 36.8% indicated that the library always meet their budget plan, 40.5% responded that they were satisfied with the policies and promotion of the staff, 38.4% indicated that staffs are not retrench and 39.4% indicated that they have freedom to pursue their goal. It could be deduced from the above that there is a large organisational performance of private university libraries in South-West, Nigeria.

Research hypothesis: There is no significant relationship between work environment and organisational performance of private university libraries in South-West, Nigeria.

To test this hypothesis, the data was subjected to Pearson Product Moment Correlation (PPMC). The result is presented in **Table 5**.

**Table 5: Pearson Product Moment Correlation (PPMC) showing the relationship between work environment and organisational performance**

Variables	Mean	Std. Dev.	N	R	p-value	Remarks
Organisational performance	65.0899	10.61616	378	.513*	<.001	Sig.
Work environment	43.1720	6.70995				

\* Correlation is significant at the 0.05 level (2-tailed).

Source: Author.

**Table 5** showed that there is a significant relationship between work environment and organisational performance of private university libraries in South-West, Nigeria ( $r=.513$ ,  $n=378$ ,  $p(.000)<.05$ ). Hence, work environment influenced/enhanced the organisational performance of private university libraries in the study.

**Table 6: Zero order correlation showing the relationship between the dimensions of work environment and organisation performance of private university libraries in South-West, Nigeria**

	Organisation performance	Physical work environment	Psychological work environment	Social work environment
Organisation performance	1			
Physical work environment	.344* (.000)	1		
Psychological work environment	.449* (.000)	.430* (.000)	1	
Social work environment	.412* (.000)	.387* (.000)	.488* (.000)	1
Mean ( $\bar{x}$ )	65.0899	14.9497	14.8889	13.3333
S.D	10.61616	2.37138	3.19787	2.88690

\* Sig. at 0.05 level

Source: Author.

**Table 6** showed that there is a significant relationship between organisation performance and Physical work environment ( $r=.344$ ,  $p(.000)<.05$ ), Psychological work environment ( $r=.449$ ,  $p(.000)<.05$ ), and Social work environment ( $r=.412$ ,  $p(.000)<.05$ ) respectively. This result reveal the level which each of the work environment either physical, social and psychological work environment influenced organisational performance, out of the three types of work environment that were used, psychological work environment has greater influence on organisational performance with ( $r=.449$ ,  $p(.000)<.05$ ).

## 5. Discussion of the findings

### 5.1. Research question one: What is the state of work environment of private university libraries in South-west, Nigeria?

The work environment of private university libraries in the study has three dimensions namely: physical work environment, social work environment and psychological work environment. The findings from this study states that the work environment of private university libraries in South-west is conducive, comfortable, satisfying and inspiring for employees to have a feeling of belonging with social work environment having the average mean (2.66) follow by physical work environment with an average mean of (2.49) and psychological work environment with mean of (2.48) respectively. This shows that the social work environment of private university libraries found to be the dominant variables in ensuring a conducive working environment.

### 5.2. Research question two: What is the state of organisational performance of private university libraries in South-West Nigeria?

The findings from this study reveals that the state of organisational performance of private university libraries has a relevant strategy for action, a large patronage, service provided always meet the needs of users, good services to the users, and solid financial outcomes.

### 5.3. Research Hypothesis: There is no significant relationship between work environment and organisational performance of private university libraries in South-West, Nigeria.

Findings from this study indicate a significant relationship between work environment and organisational performance of private university libraries in South-West, Nigeria. The discovery demonstrates that there is a considerable association between the working environment and organisational performance. The supervisor's support was discovered to be the most important factor in establishing a positive working environment. The result is consistent with what has been reported in many studies Oyerinde and Mayowa-Adebara (2019); Handayani (2022); Kirana et al (2022). Thus, the outcome is consistent with Njagi (2019) that quality of the work environment has a significant impact on employee performance, which in turn affects the organisation's productivity and performance. In the same vein, the finding supports Mihretu and Gopal (2021) that previously established that work environments had a statistically significant impact on organisational performance.

## 6. Conclusion

The study of work environments is germane to organisational performance and overall success of an organisation including tertiary institutions. It was observed that where these skills are lacking, much cannot be achieved in such an organisation with respect to its objectives.

Human resources contribute significantly to the success of an organisation and should be given special consideration. Organisations can only achieve their aims and objectives through the performance of their personnel. Employees will endeavor to perform when they believe that the situation of their immediate environment matches their commitments. The type of work environment in which they operate will impact whether or not they perform, and organizational performance can only be achieved through employee performance. The working conditions will impact how comfortable employees are at work and how well they perform.

## 7. Recommendation

1. To inspire employees, the management should make sure that a positive work atmosphere should be developed, and specific rewards should be given when benchmarks are met. This not only motivates employees to give their all, but it also fosters a sense of belonging.
2. The management of private university libraries should guarantee that the physical working environment of employees is adequately and properly improved in order to boost their morale and ability to operate efficiently and successfully and also implement stronger compensation schemes to incentivise their workers to work.
3. The management of university libraries can also improve working conditions to ensure that the workplace atmosphere is comfortable enough to encourage employee performance. Improving the working environment will lead to increased employee performance. Employees are more suited to accomplish their jobs when their work environment supports them.
4. Private university libraries can also improve their social work environments by increasing channels of communication between management and staff in constant harmony, in order to ensure coherence and synergy across the library management hierarchy, and information gaps between senior, medium, and lower management should be avoided at all costs.
5. Furthermore, it is suggested that leaders establish efficient methods of inspiring employees. Motivation has a significant impact on staff morale and dedication, which in turn has a direct impact on the organisational performance.

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## Appendix

### SECTION A

#### Demographic Data of Respondent

**Instruction:** Please tick (✓) when necessary and fill in the appropriate sections.

1. Name of the university .....
2. Gender:            Male    [ ]        Female    [ ]
3. Marital status:    Single [ ]        Married [ ]        Divorced [ ]        Widowed [ ]
4. Age (as at last Birthday) : -----
5. Educational qualification: -----
6. Designation: -----
7. Length of service:-----

### SECTION B

**Instruction:** Please use the key below to answer this section and tick the options by using the following scale; SA= Strongly Agree (4), A= Agree (3), D=Disagree (2), Strongly Disagree (1)

**1. What is the state of work environment in your library?**

	ITEMS	4	3	2	1
1	The furniture in my workplace is comfortable, flexible to adjust, easy to rearrange or reorganize enough to enable me perform my jobs without getting tired				
2	The temperatures in the office I operate from is appropriate				
3	My office is devoid of unnecessary noise that gives me alone time to perform my duties.				

4	There is always overcrowding at my workplace				
5	There is lack of ventilation in my office				
6	The Lighting level of my library is very sufficient				
7	There is cooperation between me and my team member				
8	The work condition of my library is very good				
0	The duties assign to me in my library is too stressful				
11	I feel comfortable, safe, and healthy here				
12	My library gives room for employees development				
13	I always get my promotion as at when due				
14	There is effective communication in my library				
15	We have very rigid chains of command				
16	My leader support me in learning and apply new skills and ideas				
17	My co-workers have good relationship with me and they are friendly				
18	There is co-operation between the units in the library				

### SECTION C

**Instruction:** Kindly supply the following information by ticking (√) on the appropriate response category of: Very Large Extent (VLE) - 4, Large Extent (LE) - 3, Moderate Extent (ME) - 2, Low Extent (LE) – 1.

**2. How do you perceived the organization performance of your Library?**

S/N	ITEM	4	3	2	1
1	In my library, the rate of users patronage increases				
2	In my library, patrons have never for once had the cause to stop visiting the library.				
3	I perceive that there is better interaction between the library staffs and users which make them to visit regularly				
4	There is communication gap between library users and the library staffs				
5	I perceive that the needs of users always come first in my library whenever any decision is to be taken				
6	My library, the service provided always meet the needs of the users.				
7	My library always responds to patron's complaints and queries				
8	Our patrons seldom complain about how we treat them or attend to them				
9	My library conducts evaluation regularly in order to get feedback from patrons.				
10	Each section in my library work together to render good services to the users.				
11	I perceive that the number of library collection in my library is much compared with other institutions				

12	My library always increase it collection regularly not only during accreditation.				
13	I perceive that my library collection is relevant to the needs of the users.				
14	My library always inform the patrons of the new collection added to the library stock.				
15	The collection in my library are not outdated				
16	Overtime, my library has been able to meet up to her financial obligations.				
17	My library has been able to generate revenues from it services rendered				
18	I perceive strongly that my library is doing well financially				
19	My library provide all round services to patrons				
20	I perceive that my library always meet all the budget plan				
21	In my library, staffs are treated in such a way that they don't leave.				
22	In my library, employees have the freedom to pursue their goals				
23	I am satisfied with my monthly take home compared with my level of education				
24	I am satisfied with my library policies guiding promotion of the staff				
25	In my library, staffs are treated in such a way that they don't leave.				

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