WORK ENVIRONMENT AS PREDICTOR OF PERSONNEL PRODUCTIVITY IN LIBRARIES OF GOVERNMENT SCIENCE COLLEGES IN NIGER STATE, NIGERIA

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Abstract
This study investigated work environment as predictor of personnel productivity in libraries of government science colleges in Niger State, Nigeria. Three research questions guided the study in line with the research objectives. The study adopted descriptive survey research design. The study population comprised forty-five (45) personnel in the four selected government science college libraries in Niger State. The study adopted complete enumeration or census method due to the small number of the population. A close ended structured questionnaire was the instrument for data collection. Data were analysed using frequency counts, percentage and mean with criterion mean of 2.50 benchmark. Findings revealed that the work environment in libraries of government science colleges in Niger State has a negative influence on personnel productivity, however the security and safety of the work environment was a major factor that enhance the productivity of the library staff. The management support for personnel in the school library to to attend conferences, workshops, seminars and further their studies was rated very high in enhancing their productivity. Based on the findings, the study concluded that the work environment of the schools studied are in bad condition which need total overhauling for better productivity. The study recommended that Niger State Government should carry out a comprehensive rehabilitation of the structures in the schools studied for effective learning, teaching and enhancing personnel productivity.

Keywords: *Government Science Colleges, Libraries, Personnel, Productivity, Work Environment, Niger State, Nigeria.*

Introduction

School libraries are indispensable entity that exist to support primary and secondary institutions of learning to achieve it vision and mission using its information resources for individual intellectual development. School library and its monographs are one of those resources that are essential to sustain and strengthen the educational

quality. Benard and Dulle (2014) defined school library as an area designed for provision of all types of learning and teaching resources. The need for establishing school libraries as enshrined in the National Policy on Education (2004) which states that: Since libraries constitute one of the most important education services; Proprietors of schools shall also provide functional libraries in all their educational institutions in accordance with the established standards. They shall also provide training for personnel. In order to achieve the above policy statement, school libraries' environment must be functional with proper accommodation, good lighting system, good ventilation, good furniture, security, it should be noise free and conducive for learning and teaching; stocked with current, up-to-date and relevant learning resources to enhance the productivity of the personnel.

Productivity is a concept that depends on the context in which it is employed. It is a ratio to measure how well an organization or individual converts inputed resources (labour, materials and machines) into goods and services. This is usually expressed in ratios of inputs to outputs. Ali (2013) defined productivity as what people can produce with the least (smallest) amount of effort. It is the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. Productivity is good for everyone and serves as an important ingredient for the survival and sustainability of growth in every organization. While in the librarianship point of view, they are tangible services which every library personnel is expected to perform in order to satisfy the information needs by his/her clienteles (Saidi *et al.*, 2019). In the context of this study, the researchers viewed productivity as the effort made by library personnel to provide services of their institution libraries to the users for the purpose of growth, progress and development of that institution.

Work environment can be anything that exists around the employee and can affect how an employee performs his/her duties. Working environment is both an external and internal condition that can influence working spirit and result in instantly finished jobs. A decent working environment is an ideal, secured, healthy, and comfortable environment (Al-Omari and Okasheh, 2017). The physical environment is critical to employees' performance, satisfaction, social relations and health. It is generally believed that the physical design of offices and the environmental conditions at workplaces are important factors in organisational performance. Gachui *et al.*(2020) states that there are two main components of work environment, the physical and behavioural. The physical components are inclusive of those elements relating to the ability for occupants of a particular office to connect with the environment of the office. The behavioural environment are the elements relating to the way occupants of an office associate with themselves and how the office environment can affect the way a person behaves. The authors further categorised the physical environment and how productive its occupants are into two: layout and comfort of the workplace and behavioural environment into two: interaction and distraction. Work environment consists of the office buildings, its furniture and layout as well as the physical conditions under which workers operate. It is also concerned with the external factors to the services which the office serves and due to the adverse effect of work

environment on morale of employees, the need for provision of good physical work environment to enhance employees' productivity cannot be over-emphasised.

Management support according to Ridwan *et al.* (2020), it is a relationship between management treatment, management attitudes and employees' behaviour towards their organisations and assigned duties. This implies that employees' responses to organisational success are based on the employees' views on the kind of attitude and treatment they receive from management of their organisations such that if they are positive, employees respond to organisational goals positively, otherwise, they show lackadaisical attitude and behaviour to organisational goals. Cullen *et al.* (2014) defined management support as employees' perceptions towards their organisations regarding the extent on how the personnel utilise organisational resources and in what level they see themselves as valuable individuals in their organisations. Management support helps to meet the needs of the organisation and helps express the organisation's willingness to provide material and other support to its employees. This shows that if personnel perceive positive treatment such as management fairness or support, such personnel will show a positive attitude towards organisation. In the context of this study, the researchers viewed management support as the extent to which the organisation values employees' contributions and cares about their general wellbeing.

Kurtessis *et al.* (2017) posited that personnel with high support from management of organisation demonstrate greater effort on behalf of the organisation, higher in-role performance, more citizenship behaviours and fewer counterproductive work behaviours. Furthermore, employees who feel supported are less likely to demonstrate withdrawal-related behaviours, such as absenteeism, turnover intentions, job search behaviours and other counterproductive attitudes. However, personnel productivity can easily be improved with conducive work environment and management support. It is against this backdrop that, the researchers investigated work environment as predictor of personnel productivity in libraries of Government Science Colleges in Niger State, Nigeria.

Statement of the Problem

School libraries are indispensable entity in the school system that aid to support school curriculum by providing up-to-date information resources to both teachers and students to enable them keep abreast of new innovations and development. It has been argued that library work environment can affect the performance of library workers. The researchers observed with concern the poor state of library work environment in government colleges in Niger. This study considered the work environment and management support as a major factor of personnel productivity in libraries of government science colleges in Niger State, Nigeria. While there are various studies (Al-Omari and Okasheh, 2017;Saidi *et al.,* 2019; and Gachui *et al.,* 2020) that showed relationships between work environment and personnel productivity and management support and personnel productivity, no study has been carried out on work environment and management support as predictors of personnel productivity in libraries of government science colleges in Niger State, Nigeria. Thus, to address this research

concern, the researchers investigated work environment as predictor of personnel productivity in libraries of government science colleges in Niger State, Nigeria.

Research Questions
The following research questions guided the study:
1. What is the influence of work environment on personnel productivity in libraries of government science colleges in Niger State, Nigeria?
2. What is the level of management support on personnel productivity in libraries of government science colleges in Niger State, Nigeria?
3. What are the work environment and management support factors inhibiting personnel productivity in the libraries of government science colleges in Niger State, Nigeria?

Literature Review

Gachui *et al.*(2020) conducted a study to investigate the effect of work environment on employee performance at the ministry of education headquarters in Kenya. The study was guided by a specific objective and research hypothesis. The study employed descriptive research design. The study population comprised of 623 employees at different managerial levels. Findings revealed that work environment had significant influence on employee performance and the influence was positive. The study concluded that improvement in work environment will result to an increase in employee performance at the ministry of education headquarters in Kenya. The study recommended that ministry of education should improve it working environment by ensuring that it is modernized, comfortable and secured for its employees.

Saidi *et al.*(2019) conducted a study to investigate the relationship between working environment and employee performance. Six research questions guided the study in line with the research objectives. The study adopted quantitative research design with correlational approach. The researchers used a simple random sampling technique. The study adopted questionnaire from Borman (2004) on working environment and employee satisfaction. The population of the study comprised 250 respondents from North Kuching City Council. 159 copies of questionnaire were distributed and 110 were considered to be valid. The collected data were analysed using the Pearson Correlation Analysis and Multiple regression analysis to test the relationship between variables and identify its dominant variables. Findings showed that there was a significant relationship between the working environment and employee performance. Support from Supervisor was found to be the dominant variables in ensuring a positive working environment. The study concluded that there was a direct relationship between job safety and security, physical working environment, relationship with co-workers, supervisor support and working hour with employee performance. The study recommended that supervisors should frequently engage with their employees, especially in task planning and decision making.

Al-Omari and Okasheh (2017) conducted a study to investigate the influence of work environment on job performance: A case study of engineering company in Jordan. A quantitative methodology implying a cross-sectional survey was used to satisfy the study objectives. The sample population comprised of 85 employees. The data collected was analysed using (SPSS, Version 22). Findings revealed that the situational constrains constitute of factors such as noise, office furniture, ventilation and lighting, are the major work environment conditions that have negative impact on job performance and should gain more attention. The study concluded that job performance is the result of an employee's motivation and ability and how he/she adapts to the situational constrains and the uncongenial environment. The study recommended that employers should take initiatives to motivate employees by improving work environments.

Kishiwa (2017) conducted a study to investigate the work environment and employee performance: A case study of Tanzania wildlife protection fund. Three objectives guided the study. The study adopted a descriptive survey design using questionnaire as the main research instrument. The sampled population comprised of 141 respondents. Data collected was analysed using frequency, percentage, mean standard deviation and regression analysis. Findings revealed that supervisors support significantly affects employee performance, performance feedback significantly affects employee performance in Tanzania. The study concluded that work environment affects the level of employee performance. The study recommended that supervisors should train on proper managerial and leadership skills and designing a performance feedback that would provide daily results.

Akbar and Se (2017) conducted a study to investigate the influence of work environment: A case study of a private university of Jakarta. The study was guided by a specific objective. The study adopted survey method with correlational approach. The population of the study comprised of 120 employees with a background of having a working period of 5-15 years. Probability simple random sampling technique was adopted. The research instruments used in this study were questionnaire and observation checklist. Findings revealed that there is significant partial relationship between leadership and employee performance, there is a partial relationship between work environment and employee performance in the private university. The study concluded that there is a positive significant influence of leadership and work environment on employee performance. The study recommended that leaders in each working unit had to improve their leadership skills periodically either through trainings or workshops.

Hamid and Hassan (2015) conducted a study to investigate the relationship between workplace environment and job performance in selected Government offices in Shah Alam, Selangor. Two objectives guided the study. The study adopted a correctional method to determine the relationship between the variables. The research instrument used for this study was an adapted questionnaire which consist of 3 sections; section A: demographic information; section B: workplace environment among

employees at selected Government offices and section C: workplace environment elements that influence job performance. Findings revealed that the highest ratio of Government servants came from Malay group, female, aged between 21 to 30 years old, diploma holders are placed mostly at the support staff level. The study concluded that workplace environment and respondents' gender may be considered as factors that influence the level of job performance. The study recommended that employers specifically should ensure they have provided the appropriate means of good and pleasant workplace environment to employees for better performance.

Methodology

This study adopted descriptive survey research design. The descriptive survey research design was used because it is a survey type of research that is characterized by population and sample as well as the use of data collection instrument. The study population is comprised of forty-five (45) personnel in libraries of selected Government Science Colleges in Niger State, Nigeria. These include: Maryam Babangida Government Girls Science College Library, Minna; Idris Legbo Kutigi Government Science College Library, Kutigi; Government Science College Library, Izomand Government Science College Library, Kagara. The study adopted complete enumeration or census method due to the small number of the population. A close ended structured questionnaire was the instrument for data collection. Data were analysed using frequent counts, percentage and mean with criterion mean of 2.50 benchmark. The draft copies of questionnaire were validated by four lecturers in the Department of Library Information Science and a Statiscian from Department of Statistics all from Federal University of Technology, Minna for correctness and appropriateness of the language used whether it is suitable and appropriate to answer the research questions of the study. Twenty (20) copies of the corrected version were pre-tested on 20 personnel in libraries of Government Day Secondary School, Minna and Government Day Secondary School Eyagi, Bida respectively using test re-test method. The overall reliability coefficient of 0.85 was obtained. The figure is above half (1/2), which is an indication that the instrument is excellent and reliable. The selection of these schools was due to the fact that the schools were neither part of population nor part of sample. A total of 45 copies of questionnaire were administered to personnel in libraries of government science colleges in Niger State, Nigeria. A response rate showed the return of all the 45 copies of the questionnaire representing 100%.

Results and Discussions

Research Question One: What is the influence of work environment on personnel productivity in libraries of government science colleges in Niger State, Nigeria?

Table 1: Responses on the influence of work environment on personnel productivity

STATEMENTS	EPI(4)	HPI(3)	LNI(2)	ENI(1)	$\bar{x}$	Decision
Physical Work Environment						
The lighting system of the school library is good and this enhances my productivity.	7 (15.6%)	12 (26.7%)	18 (40%)	8 (17.7%)	2.40	Low
The office space and furniture configurations in the school library are adequate thus enhancing my productivity.	5 (11.1%)	10 (22.2%)	18 (40%)	12 (26.7%)	2.18	Low
The air conditioning system in the school library is good and this enhances my productivity.	4 (8.9%)	11 (24.4%)	17 (37.8%)	13 (28.8%)	2.13	Low
I enjoy constant electricity supply in the school library thus enhancing productivity.	2 (4.4%)	8 (17.8%)	22 (48.9%)	13 (28.9%)	1.98	Low
The temperature of the weather condition and ventilation system of the school library environment is good and thus enhancing my productivity.	16 (35.6%)	14 (31.1%)	9 (20%)	6 (13.3%)	2.89	High
There is always internet access in the school library and this enhances my productivity.	4 (8.9%)	10 (22.2%)	23 (51.1%)	8 (17.8%)	2.22	Low
Behavioural Work Environment						
The working relationship between the school management and personnel is cordial thus enhancing my productivity in the library.	6 (13.3%)	14 (31.1%)	13 (28.9%)	12 (26.7%)	2.31	Low
The working relationship within the personnel is cordial thus enhancing my productivity in the school library.	12 (26.7%)	18 (40%)	6 (13.3%)	9 (20%)	2.73	High
The school library working hours is adequate for personnel to carry out daily routine work and this enhance s my productivity.	19 (42.2%)	11 (24.4%)	7 (15.6%)	8 (17.8%)	2.91	High
The security and safety of the work is guarantee thus enhancing my productivity in the school library.	18 (40%)	12 (26.7%)	9 (20%)	6 (13.3%)	2.93	High
Aggregate Mean Score					2.47	Low

Key:EPI = Extreme Positive Influence; HPI = High Positive Influence; LNI = Low Negative Influence; ENI = Extreme Negative Influence and $\bar{x}$ = Mean

The data presented in Table 1 were analysed for the influence of work environment on personnel productivity in libraries of government science colleges in Niger State, Nigeria under two categories: Physical and behavioral work environment. The results showed that the mean score were high and above the benchmark of 2.50 criteria standard for four items in response to question on the influence of work environment on personnel productivity On the other hand, the mean score were low for the other six statements as the mean scores were below the benchmark of 2.50 criteria standard. Specifically, the Table revealed that when security and safety of the work environment is guarantee it will enhance productivity in the school library with a mean score of 2.93 which was highest rated item. This could easily relate to the insecurity experience in some parts of the state. While constant electricity supply to the school library was considered as the least factor that enhance productivity of library personel with ($\bar{x}$ =1.98) as the lowest rated item.

The study further revealed that the influence of work environment on personnel productivity in libraries of government science colleges in Niger State, Nigeria is low as the aggregate mean score was below the benchmark of 2.50 criteria standard. This implies that work environment in libraries of government science colleges in Niger State has a negative influence on personnel productivity. This finding does not corroborate the findings of Akbar and Se (2017) that the influence of work environment on employee performance in private university of Jakarta is moderate and Gachui *et al* (2020) that opined that work environment has strong significant influence on employee performance in the ministry of education headquarters, Kenya. The negative influence of the work environment implies that they library staff will not be able to provide quality library services that will attract library users.

Research Question Two: What is the level of management support on personnel productivity in libraries of government science colleges in Niger State, Nigeria?

Table 2: Responses on the level of management support on personnel productivity

STATEMENTS	VHL(4)	HL(3)	LL(2)	VLL(1)	$\bar{x}$	DECISION
I feel that school management cares about the well-being of the personnel and this enhance my productivity in the library.	9 (20%)	8 (17.8%)	19 (42.2%)	9 (20%)	2.37	Low
The school management always notice and appreciate every little job done by staff thus enhancing my productivity in the library.	3 (6.7%)	10 (22.2%)	17 (37.8%)	15 (33.3%)	2.0	Low
Personnel in the school library are treated equally to attend conferences, workshops, seminars and further studies and	24 (53.3%)	11 (24.4%)	7 (15.6%)	3 (6.7%)	3.24	High

	VHL	HL	LL	VLL	$\bar{x}$	
this enhance my productivity.						
The policies of the school are flexible and workforce friendly thus enhancing my productivity in the library.	4 (8.9%)	11 (24.4%)	17 (37.8%)	13 (28.8%)	2.13	Low
The school management always support opportunities that can improve staff career development and this enhances my productivity in the library.	22 (48.9%)	13 (28.8%)	7 (15.6%)	3 (6.7%)	3.20	High
The school management always ensure that personnel are promoted as at when due and this enhance my productivity in the library.	14 (31.1%)	5 (11.1%)	17 (37.8%)	9 (20%)	2.53	High
The school management always ensure prompt payment of staff monthly salaries thus enhancing my productivity in the library.	4 (8.9%)	11 (24.4%)	17 (37.8%)	13 (28.8%)	2.13	Low
The school management takes pride in and recognises my accomplishments at work and this enhance productivity in the library.	8 (17.8%)	7 (15.6%)	17 (37.8%)	13 (28.8%)	2.22	Low
The school management reward system for hardworking and dedicated staff enhances my productivity in the library.	10 (22.2%)	4 (8.9%)	23 (51.1%)	8 (17.8%)	2.35	Low
Aggregate Mean Score					2.46	Low

Key: VHL= Very High Level; HL= High Level; LL= Low Level; VLL= Very Low Level and $\bar{x}$ = Mean

The data presented in Table 2 were analysed for the level of management support on personnel productivity in libraries of government science colleges in Niger State, Nigeria. The results showed that the mean score of the respondents were high and above the benchmark of 2.50 criteria for three statements out of the nine items listed. On the other hand, the mean score of the respondents were low for six items as the mean scores were below the benchmark of 2.50 criteria standard. Specifically, the Table show that Non-discriminate decision of supporting personnel in the school library to attend conferences, workshops, seminars and further studies was rated very high in enhancing their productivity with a mean score of $\bar{x}$ =3.24. The second highly rated item is the school management support for opportunities that can improve staff career development and enhance the productivity of staff in the library, with a mean score of 3.20. While the act of school management in noticing and appreciating every little job done by staff was rated low when it comes to enhancing their productivity in

the library with low mean of 2.0. However, the overall level of management support on personnel productivity is low as the aggregate mean score of 2.46 was below the benchmark of 2.50 criteria standard. This finding does not corroborate the findings of Saidi *et al.* (2019) that the level of management support on employee performance is high. Consequently, Awan and Tahir (2015) and Naharuddin *et al*. (2013) asserted that management support leads to better employee performance especially when the employees face challenges dealing with their job by assisting them in matching as well as improving their skills. This implies that management has to do more by making their policies more flexible and workforce friendly as well as ensure prompt payment of staff salaries

Research Question Three: What are the factors of work environment and management support on personnel productivity in libraries of government science colleges in Niger State, Nigeria?

Table 3: Responses on the factors of work environment and management support inhibiting personnel productivity

STATEMENTS	SA(4)	A(3)	D(2)	SD (1)	$\bar{x}$	Decision
Factors of Work Environment						
Lack of air conditioning system in the school library inhibit my productivity.	24 (53.3%)	11 (24.4%)	7 (15.6%)	3 (6.7%)	3.24	Agreed
Poor lighting system of the school library inhibits my productivity.	12 (26.7%)	14 (31.1%)	9 (20%)	10 (22.2%)	2.62	Agreed
Inadequate office space and furniture configuration inhibit my productivity.	23 (51.1%)	12 (26.7%)	7 (15.6%)	3 (6.6%)	3.22	Agreed
Poor temperature of the weather condition of the library environment inhibits my productivity.	3 (6.7%)	10 (22.2%)	17 (37.8%)	15 (33.3%)	2.0	Disagreed
Poor working relationship with colleagues in the school library inhibit my productivity.	11 (24.4%)	5 (11.1%)	18 (40%)	11 (24.4%)	2.36	Disagreed
Lack of security and safety in the library work inhibit my productivity.	2 (4.4%)	8 (17.8%)	22 (48.9%)	13 (28.9%)	1.98	Disagreed
Inadequate working hours inhibit my productivity in the school library.	4 (8.9%)	10 (22.2%)	23 (51.1%)	8 (17.8%)	2.22	Disagreed
Erratic power electricity supply in the school library for operation of ICT facilities inhibit my productivity.	23 (51.1%)	12 (26.7%)	7 (15.6%)	3 (6.6%)	3.22	Agreed
Factors of Management Support						
Lack of school management	19	11	7	8	2.91	Agreed

	SA	A	D	SD	x̄	Decision
support towards the well-being of the personnel inhibit my productivity in the library.	(42.2%)	(24.4%)	(15.6%)	(17.8%)		
Unnoticed and non-appreciation of the school management on every little job done by staff inhibit my productivity in the library.	16 (35.7%)	15 (33.3%)	8 (17.7%)	6 (13.3%)	2.91	Agreed
Unequal treatment of personnel by school management in terms of attending conferences, workshops, seminars and further studies inhibit my productivity.	4 (8.9%)	11 (24.4%)	17 (37.8%)	13 (28.8%)	2.13	Disagreed
Inflexibility and unfriendly school policies inhibit my productivity in the library.	9 (20%)	8 (17.8%)	19 (42.2%)	9 (20%)	2.37	Disagreed
Lack of school management support towards improving staff career development inhibit my productivity in the library.	10 (22.2%)	4 (8.9%)	23 (51.1%)	8 (17.8%)	2.35	Disagreed
Irregular promotion of personnel as at when due inhibit my productivity in the library.	4 (8.9%)	11 (24.4%)	17 (37.8%)	13 (28.8%)	2.13	Disagreed
Delayed in the payment of staff monthly salaries inhibit my productivity in the library.	12 (26.7%)	18 (40%)	6 (13.3%)	9 (20%)	2.73	Agreed

Key: SA=Strongly Agree; A=Agree; D=Disagree; SD=Strongly Disagree and x̄ = Mean

The data presented in Table 3 were analysed for the factors of work environment and management support on personnel productivity in libraries of government science colleges in Niger State, Nigeria. The results showed that respondents agreed to seven (7) items as the mean scores were above the benchmark of 2.50 criteria standard. On the other hand, respondents disagreed to the other eight (8) items as the mean scores were below the benchmark of 2.50 criteria standard.

The study further revealed that lack of air conditioning system in the school library and erratic electricity supply for operation of ICT facilities inhabit the productivity of library staff as indicated by the means score of 3.24 and 3.22 respectively. This finding corroborates the findings of Al-Omari and Okasheh (2017) that factors affecting employee's performance are discomfort of used furniture, noise coming from conversation of office workers, poor ventilation coming from low concentration of adequate oxygen in office and poor lighting coming from natural light. On the other hand, irregular promotion of personnel and unequal treatment of personnel by school management were indicated as the lowest items that hindered their productivities with a mean score of 2.13. This is a clear indication that the managements were concern about the welfare of their staff that is within their control.

Conclusion and Recommendations

This study examined work environment on personnel productivity in libraries of government science colleges in Niger State, Nigeria. Based on the findings, the influence of work environment such as poor lighting system and electricity supply for the use of ICT equipment, office space and furniture configuration, air condition system, contribute to low productivity of library personnel. The level of management support was more focus on non-discriminate professional development of the library personal as well as ensuring staff are promoted as at when due, neglecting their welfare issues hence resulting to the low productivity of the library personnel. Thus, the study concluded that the work environments of the schools studied are in bad condition which need total overhauling for better service delivery. Based on the findings, the following recommendations were made:

1. The Niger State Government should carry out a comprehensive rehabilitation of library structures in the schools studied for effective learning, teaching and enhancing personnel productivity.
2. Management of Government Science Colleges in Niger State should do more by make their policies more flexible and workforce friendly as well ensure prompt payment of library staff salaries
3. Niger State Government should provide alternative power supply in the library to ensure the effective and efficient utilitilization of ICT facilities in the Library.

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