



Work Environment and Librarians' Productivity in Universities in South-South, Nigeria

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ABSTRACT

This study investigated the relationship among work environment and librarians' job productivity in universities in South-South Nigeria. Three research question and one hypothesis guided the study. The descriptive survey design of the correlational type was used in this research. The population of the study comprised 273 librarians drawn from federal, state, and private universities across two South- South States. Owing to the relatively small population of the study, a total enumerative sampling technique was adopted. Data were collected using a structured questionnaire titled Work Environment and Librarians' Job Productivity Questionnaire (WELJPQ), designed by the researcher and validated by experts in Library and Information Science and Measurement and Evaluation. The reliability of the instrument was established through a pilot test using the test-retest method, yielding an overall reliability coefficient of 0.86. Data collection lasted for one month and was facilitated by the researcher and two trained research assistants. Frequency, mean and standard deviation, Pearson's Product Moment Correlation Coefficient and Regression analysis were used for data analysis. All hypotheses were tested at the 0.05 level of significance. The findings of the study showed that: there was high extent of librarians' work environment in universities in South-South, Nigeria. there was high extent of job productivity among librarians in universities in South-South; and there is a moderate and significant joint relationship among work environment and librarians' job productivity in universities in South-South, Nigeria. The study concluded that librarians work in a generally favourable environment and show high productivity and work environment shows a strong positive influence on productivity. Based on the findings of this study it was recommended among others that university management should sustain and further improve work environment by ensuring continuous provision of adequate facilities, such as ICT resources and other infrastructure.

Keywords: work environment. librarians' job productivity, Academic libraries

I. INTRODUCTION

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 inputted resources (labour, materials and machines) into goods and services. This is usually expressed in ratios of inputs to outputs. Productivity is 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 clientele (Saidi *et al.*, 2019). Similarly, productivity is 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.

In Nigerian Academic libraries, librarians' productivity entails providing current and relevant educational resources in the library that would encourage increase in paper publications among faculty members and librarians themselves, innovative research works in the university that would attract grants from both local and international organizations. This helps in promoting the image and status of the university among her peers. Also, it enhances students' academic success in their various examinations as they will have access to current and relevant library resources that would support their lecture notes and academic programmes in the Libraries. Librarians are directly involved in the accreditation exercise in the university as they provide both electronic and printed resources to support the exercise; no meaningful accreditation exercise takes place in the university without the corresponding educational resources stocked in the university library (Folorunso & Urhiewhu, 2016). In other words, library assists the university authority to have more courses and programmes accredited by the National University Commission (NUC). Librarians



are custodians and managers of these intellectual resources, and should be adequately motivated in order to be more productive. Hence, it becomes logical that librarians should be adequately and fairly motivated by their employers if they are to increase the rate of their productivity in the Academic system.

Productivity is a deliberate act of achieving set goals and objectives. In most Universities, the productivity of faculty and the non-faculty staff is considered the most important to such organization as it determines the overall productivity of an organization. Again, it is how an institution is productive, that will take it to greater heights and gives it a competitive edge over its competitors. Thus, Job productivity is the job-related activities expected of an employee. Productivity as an activity carried out purposely for a job or the result of the activity. Librarians' productivity in the university libraries is the measure at which an output is produced as a result of the level of inputs given, while in the opinion of Hashmi *et al.* (2019), 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 inputted resources (labour, materials and machines) into goods and services. This is usually expressed in ratios of inputs to outputs.

Librarian job productivity could be demonstrated through a variety of practical activities that contribute to user satisfaction, academic support, and efficient information management (Igbinovia & Popoola, 2016). In a university library setting, librarian job productivity is reflected through a range of academic and user-focused services. One clear example is the provision of prompt and accurate reference support to students and faculty, helping them navigate complex research topics with ease. Librarians also play a crucial role in the timely cataloguing and classification of academic materials, ensuring that new books, journals, and theses are quickly made available in the library system.

Furthermore, digital literacy training is a vital part of their productivity. Librarians often organize workshops and seminars that teach users how to access and use online databases, manage references. They also support academic productivity by assisting researchers and postgraduate students with literature reviews, citation formatting, and the use of reference management tools like Zotero or Mendeley. Another key area is user engagement and outreach. Productive university librarians organize reading campaigns, host academic writing clinics, and collaborate with departments to support teaching and learning initiatives. Additionally, managing institutional repositories where students and faculty

may access or submit theses and publications is core productivity. Lastly, ongoing professional development, such as contributing to academic journals or participating in library conferences, reflects a librarian's commitment to excellence and adaptability in a rapidly changing academic environment (Aina & Onuoha, 2022). Since the role of the library has evolved, the needs of users now span diverse categories of library functions, including the provision of informational, educational, research, aesthetic, cultural, and recreational resources, as well as various library services. For these reasons, librarians are expected to perform optimally at their jobs.

Karakas (2010) stated that "librarians' job productivity is expected to be high and competitive, given that trends in the global information market are constantly increasing and evolving. This implies that librarians' productivity promotes a supportive social environment that enhances in-role performance, ultimately leading to greater overall effectiveness. This implies that optimal productivity among librarians can foster a conducive academic atmosphere that supports academic success and the intellectual development of the university community. The assertion further suggests that Librarians' productivity contributes significantly to effective teaching and learning by facilitating timely access to relevant information resources, thereby enhancing students' academic achievement. This role is increasingly vital as the emphasis on quality education grows across higher institutions, including universities in Delta and Edo States. However, despite this demand, the productivity of librarians in these institutions appears to be below expectations. The researcher believes that many librarians in higher institutions are not meeting the expected standards of productivity. This view is based on observed challenges such as a lack of motivation, inadequate facilities, and low morale, which often affect the delivery of effective library services. Studies have shown that librarians' productivity does not occur by chance. Egbedete (2024) emphasized that productivity in any educational setting is largely influenced by several factors including library resources are obsolete, poor working conditions, motivation, attitude of librarians, which can be influenced by reinforcements, job satisfaction and work environment among others, However, the factors of interest in this study is work environment

Work environment describes the conditions under which library personnel work on daily basis. Work environment encompasses the natural conditions in the work place. Work environment, basically, is the architectural and aesthetics design of



the workplace such as the physical library building with adequate lighting, ventilation, adequate workspaces, air quality, air conditioners, fans, working and functional convenience, adequate furniture and furnishings, ICT facilities/equipment, outlets for ICT facilities, clean surroundings amongst others (Otobo & Muhammad, 2021). Work environment, being the surrounding condition in which librarians and other library staff operates is grouped into the physical and behavioral work environment. The physical environment is associated with tools, equipment, infrastructure and other technical skill or expertise needed to enhance the work place. The behavioral environment, on the other hand, deals with the relationship with peers, colleagues, team, workgroup/departments and so on.

Work environment takes into consideration things like artificial lighting - dark colored walls and furniture, noisy environment, areas for break conducive or spacious meeting rooms, personal workspace and cleanliness. Kan (2018) asserted that work environment is the surrounding conditions in which librarians operates, which are composed of physical conditions such as office temperature or equipment, such as personal computers, work processes or procedures, as well as the social interactions at the workplace including interactions with teachers, subordinates, community members and school managers. Therefore, employee's workplace environment can determine work productivity.

Marpady and Singhe (2018) hinted that it is an accepted assumption that better workplace environment greatly influences employee's mental status, actions, abilities and productivity as well as motivates them to produce better results. They went further to claim that better outcomes and increased productivity are associated with better workplace environment. Work environment, therefore, in this context is an agglomeration of the structures, infrastructure, personnel and other resource required in the workplace for the effective and efficient productivity of assigned duties and responsibilities. It is to a large extent the work environment that determines influences, enhances, makes or mars the attainment of objectives of the university library.

Work environment, therefore, can be said to be one of the most crucial factors which could influence the level of productivity of academic staff. Work environment could be referred to as the totality of conditions under which a person or a group of persons works or performs their duties. Salunke (2019) opined that work environment involves interrelationship of employees in their workplace which can be separated into the elements of social,

technical and economic. It also consists of a range of factors including the organization culture, organization structure, management styles, and so on and so forth. It is work conditions under which librarians performs their duties at workplace. It includes the physical environment, relationship with colleagues and administrators, interaction within the system and the general aura of the work climate.

Amir (2020) asserted that a work environment is an area in an organization that is arranged so that the goals of the company could be achieved. that the modern work environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee; productivity, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Global perspective on work environment is that perceived fairness, procedural justice, and fair workplace policies play the greatest role in employees perceiving their work environment positively. In addition, library environment has significant importance toward quality education in the higher education institutes because of its impact on retention of best employees. Thus, library environment can cause a librarian to fit or misfit in the environment of the workplace.

Work environment could be critical determinant of job productivity owing to its possible influence on both physical and mental wellbeing of staff at the work place. A good library environment is characterized by factors like competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions as Kaya (2021) observed makes the academic work station the best possible working conditions for staff to work with high level of satisfaction. Employees who work in poor work environment are considered to be counter-productive, they tend to exhibit counter-productive behaviours such as burnout, withdrawal, as well as aggression in the workplace (Ahmad & Sattar, 2017).

It has been reported that despite the much talked about huge government investment in education, higher institutions in Nigeria still suffer so many setbacks, especially in terms of meeting the objectives of university education. This was made known in a study by Ukpai (2023), who listed cases of decay, dilapidation of few existing facilities, and infrastructure, lack of equipment especially for information communication technology (ICT),



paradigm shift, and economic hardship, nonpayment of salaries and allowances, and poor library environment which has made librarians to be dissatisfied with their job. Bakotic and Babic (2023), also reported that poorly incentivized job, work load, culture, structures, community relations, school operating procedures, physical and social infrastructure such as roads, water, electricity and hospitals among others are also factors that affect librarians' job productivity. The work environment, as concluded by the researcher from the foregoing, is the surrounding area in which librarians' work which is made up of the physical library building, and other facilities are things that can be seen in libraries. The library environment is located within the university and should be a place of comfort with serene landscape to aid employee physical well-being as they will be spending most of their time in the workplace all year long. As posited by Jayalashmi (2016), a poor work environment would cause stress in the workplace and this would result in unmanageable workloads and higher attrition. Unmanageable conditions could affect their librarian productivity levels.

II. Statement of the Problem

The universities play a key role in shaping the educational landscape, providing academic programmes that foster intellectual development, and producing professionals across various disciplines. Librarians in the universities are integral to the educational process, ensuring the availability of essential information resources, supporting research, and contributing to the overall academic success of students and faculty. However, despite the importance of its role, it appears that the productivity of university librarians in these states in the south-south, Nigeria is not as optimal as expected.

Observations and feedback from various stakeholders, including students and most academic staff, indicate a seeming decline in librarians' productivity. This decline is evident in reports of librarians being inconsistent in-service delivery, with some failing to meet the expectations of their roles, such as assisting students and faculty with research support and maintaining the library's collections effectively. Moreover, concerns have been raised about the lack of engagement from librarians in academic activities, including providing research guidance and promoting information literacy among students. Such lapses may undermine the academic success and intellectual growth of university communities.

The seeming unsatisfactory productivity of university librarians may be linked to deficiencies in

work environment. The work environment, which includes infrastructure, access to resources, administrative support, and technological tools are often cited as inadequate. Hence this study investigated work environment and librarians' job productivity in universities in South-South, Nigeria. Therefore, what is the relationship among work environment and librarians' job productivity in universities in South-South, Nigeria?

Objectives of the Study

The main aim of the study was to examine work environment and librarians' job productivity in universities in South-South, Nigeria. Specifically, the study is to:

- i. examine the nature of librarians' work environment in universities in South-South, Nigeria;
- ii. ascertain the extent of job productivity among librarians in universities in South-South, Nigeria;
- iii. investigate the relationship between work environment and librarians' productivity in universities in South-South, Nigeria;

Research Questions

The following research questions were answered in the study:

- i. What is the nature of librarians' work environment in universities in South-South, Nigeria?
- ii. What is the extent of job productivity among librarians in universities in South-South, Nigeria?
- iii. What is the relationship between the work environment and librarians' job productivity in universities in South-South, Nigeria?

Hypothesis

The following hypothesis was tested at a 0.05 level of significance:

1. There is no significant relationship between work environment and librarians' job productivity in universities in South-South, Nigeria

III. RESEARCH METHODS

The descriptive survey design of the correlational type was used in this research. According to Statistics Solutions (2019), the descriptive survey design is a non-experimental study in which relationships are investigated without changing the independent variable or randomly assigning participants to various conditions. The population for the study was 273 librarians working in 20 public and private owned university libraries in Delta and Edo States as obtained from the



Administrative offices of the various university libraries under study (2024). The sample size of the study is 273 librarians from the university libraries covered in the study. The total enumeration sampling technique was adopted due to the population. The research instrument used "Work Environment and Librarians' Job Productivity Questionnaire" (WELJPQ) for data collection in this study. The validity of the instrument was established using both face and content validity methods. To ascertain the reliability of the instrument, the test-retest method was employed. This involved administering 30 copies of the questionnaire to librarians who are staff of the Ignatius Ajuru University of Education, Rumuolumeni, Rivers State, on two separate occasions with an interval of three weeks. The data obtained from the two pilot tests were analyzed using Pearson's Product Moment Correlation Coefficient

(PPMC). The computation of the reliability coefficients yielded values of 0.834 for the Work Environment Scale (WES) and 0.860 for the Librarians' Job Satisfaction Scale (LJS). The overall reliability coefficient for the entire instrument was 0.861, indicating a high level of reliability. The researcher first sought the permission of the chief librarian of each library in Delta and Edo States. Thereafter, researcher personally administered the questionnaires with the aid of two research assistants.

Data were analyzed using both descriptive and inferential statistical tools, including frequency, percentage, mean and standard deviation (SD), Pearson's Product Moment Correlation Coefficient, and regression analysis. Descriptive statistics (frequency and percentage) were used to analyze the demographic information of the respondents.

IV. RESULTS AND DISCUSSION

Analysis of Demographic Data

Table 1: State of the Respondents

State	Frequency	Percentage (%)
Delta	120	43.96
Edo	153	56.04
Total	273	100

The data in Table 1 shows that out of 273 respondents, a higher proportion (56.04%) were from Edo State, while 43.96% were from Delta State. This implies that Edo State had more respondents in the study compared to Delta State, which could reflect either the distribution of institutions surveyed or greater participation rates from Edo respondents.

Table 2: Type of Institution of the Respondents

Type of institution State	Frequency	Percentage (%)
Federal	65	23.81
State	107	39.19
Private	101	37.00
Total	273	100

Table 2 reveals the distribution of respondents by type of institution. The majority (39.19%) were from state institutions, followed closely by private institutions (37.00%), while federal institutions had the least representation at 23.81%. This indicates that state institutions constituted the largest proportion of the sample, suggesting they play a dominant role in the higher education landscape within the study area.

Table 3.: Gender of the Respondents

Gender:	Frequency	Percentage(%)
Male	107	39.2
Female	166	60.8
Total	273	100.0



As presented in Table 3, the majority of respondents were female (60.8%), while males accounted for 39.2%. This reflects a gender imbalance in the sample, suggesting that more female staff or professionals participated in the study. It could also indicate a higher female presence in the institutions covered by the research.

Table 4: Educational Qualification of the Respondents

Educational Qualification:	Frequency	Percentage
Diploma	65	23.8
Bachelor's Degree	88	32.2
Master's Degree	101	37.0
PhD	19	7.0
Total	273	100.0

Table 4 highlights the educational background of respondents. The largest group (37.0%) held a Master's degree, followed by those with a Bachelor's degree (32.2%). Diploma holders accounted for 23.8%, while only 7.0% possessed a

PhD. This shows that the majority of respondents were well-qualified academically, with postgraduate qualifications being particularly common, indicating that the workforce in the institutions is academically competent.

Table 5: Years of Work Experience of the Respondents

Experience	Frequency	Percentage(%)
Less than 5 years	89	32.6
5-10 years	84	30.8
11-15 years	39	14.3
Above 15 years	61	22.3
Total	273	100.0

Table 5 shows the distribution of respondents by years of work experience. A significant proportion (32.6%) had less than 5 years of experience, followed by 30.8% with 5–10 years. Those with 11–15 years accounted for 14.3%, while 22.3% had more than 15 years of experience. This suggests that the workforce is relatively youthful,

with a large proportion of respondents being early- to mid-career professionals, though a fair number also possess long-term experience.

Answering of Research Questions

Research Question One: What is the nature of work environment in universities in South-South, Nigeria?

Table 6: Mean and standard deviation (SD) Analysis of Nature of the librarian work environment in universities in South-South, Nigeria

S/N	PHYSICAL ENVIRONMENT	SA	A	N	SD	D	\bar{X}	SD
1	The library has large work area	18	72	105	32	46	2.94	1.14
2	The library is well layed out	24	101	91	23	34	3.21	1.12
3	The library is well furnished for staff and users	21	115	86	20	31	3.27	1.09
4	The lightening of the library is very adequate	15	108	104	30	16	3.28	.94
5	I find the ICT tool facilities satisfactory	5	101	108	42	17	3.13	.91
6	The location of the library is adequate and satisfactory	23	77	118	27	28	3.15	1.05
	Cluster mean						3.16	1.04
	WORK PLACE CULTURE							
7	The policies of my organisation are staff friendly	19	108	89	23	34	3.20	1.10
8	The library policies encourage users to use the resources of the library	32	119	77	24	21	3.43	1.06
9	The goals of my organisation aligned with mine	45	81	95	43	9	3.40	1.04



10	There is adequate room for collaboration work in my job	21	101	92	46	13	3.26	.99	
11	There is good feedback mechanism in my library	42	97	46	58	30	3.23	1.2	
12	The organisation reward staff hard work	68	71	57	56	21	3.40	1.271	
13	There is job security in organisational library	86	39	30	69	49	3.16	1.535	
14	I enjoy adequate organsational support in my library	28	41	90	74	40	2.79	1.174	
15	Staff work load in my library is well distributed	36	97	73	42	25	3.28	1.152	
16	The work hours in my library are satisfactory	19	122	92	20	20	3.37	.980	
	Cluster mean						3.25	1.15	
WORKING CONDITIONS									
17	The number of hours allotted to work each week is satisfactory to me.	32	93	90	32	26	3.27	1.114	
18	The amount paid over time allowance is satisfactory.	45	61	96	41	30	3.18	1.202	
19	The shift off duty in my library is satisfactory.	21	107	76	50	19	3.22	1.056	
20	The library environment is very safe and secure	42	123	59	25	24	3.49	1.128	
21	The library environment fosters transparent dialogue between librarians and management.	68	81	57	48	19	3.48	1.234	
22	The library environment promotes respectful communication among staff members.	86	58	65	39	25	3.52	1.312	
23	The library environment promotes asking questions the feedback	28	83	85	51	26	3.13	1.127	
24	The library atmosphere encourages problem solving through meetings which are held from time to time	36	94	94	49	-	3.43	.933	
	Cluster mean						3.34	1.14	
	Grand Mean						3.25	1.11	

D=Decision Bench Mark Mean =3.00 below 3.00= Low extent 3.00 and above= high

The results in Table 4.6 presents the mean and standard deviation of responses on the nature of the librarian work environment in selected universities in South-South, Nigeria. The benchmark mean was set at 3.00, where a mean score of below 3.00 indicates a unfavourable work environment, while a mean score of 3.00 and above indicates a favourable work environment. Findings from the table reveal that the physical environment of the university libraries recorded a cluster mean of 3.16 (SD = 1.04), which shows that librarians rated the physical environment to be favourable. Similarly, the workplace culture dimension obtained a cluster mean of 3.25 (SD = 1.15), also indicating a favourable work environment, although the item

“adequate organisational support” (\bar{X} = 2.79) that was rated low. The working conditions dimension had the highest cluster mean of 3.34 (SD = 1.14), reflecting that librarians perceived their working conditions as generally favourable, with items such as safety, security, and respectful communication rated highly. Overall, the result shows a grand mean of 3.25 (SD = 1.11), which is above the benchmark. This indicates that there is a favourable librarian work environment in universities in South-South, Nigeria.

Research Question Two: What is the extent of productivity among librarians in university in south-south, Nigeria?

Table 7: Mean and standard Deviation (SD) Analysis of the extent of Job Productivity Among Librarians in Universities in south-south, Nigeria

S/N	Liberians productivity scale	VHE	HE	ME	VLE	LE	\bar{X}	SD
1	Our collections contribute to students' success.	22	79	96	49	27	3.07	1.089
2	Students enjoyed conducive learning environment in the university library.	43	111	60	19	40	3.36	1.253



3	Relevant and current library resources encourage excellent students' performance.	30	125	63	39	16	3.42	1.051
4	My duties in the library contribute to the success of accreditation exercises of the university	53	99	63	40	18	3.47	1.154
5	Relevant library collections lead to more programmes being accredited in the university	1	73	113	42	44	2.80	1.022
6	Current library collections lead to more programmes being accredited in the university	22	88	72	75	16	3.09	1.072
7	Library boosts academic curricula and programmes.	43	99	67	34	30	3.33	1.205
8	My innovative efforts boost research works in the university.	30	87	51	65	40	3.01	1.260
9	My job output enhances innovative research efforts of faculty members	53	63	54	61	42	3.09	1.358
10	My services in the library contribute to the academic success of students.	1	76	93	43	60	2.69	1.112
11	we provide relevant resources to strengthen research works in the university	22	115	93	41	2	3.42	.867
12	My regular paper publications brighten my chances of being promoted	43	96	68	27	39	3.28	1.256
13	Most of my publications appear in some standard international journals	30	90	76	44	33	3.15	1.182
14	I am to work to the close of work	53	102	57	33	28	3.44	1.223
15	I brings new ideas into the library	1	91	90	47	44	2.85	1.070
16	I interacts efficiently with users	22	99	86	40	26	3.19	1.087
17	I does any work assigned to me	21	115	94	41	2	3.41	.862
18	Ability to compete with other library staff	42	97	68	27	39	3.28	1.253
19	Always delivers when given a task	29	91	76	44	33	3.14	1.178
20	I consistently meet my daily and weekly work demand	52	103	57	33	28	3.43	1.220
21	I provide timely response to users' request	—	92	90	47	44	2.84	1.065
Grand Mean							3.18	1.13

D=Decision Bench Mark Mean =3.00 below 3.00= (-) Low extent 3.00 and above= (+) high extent

The data in Table 7 presents the mean and standard deviation of responses on the extent of productivity among university librarians. Using the benchmark mean of 3.00, a score below 3.00 denotes low extent, while a score of 3.00 and above indicates high extent. Findings from the table show that most indicators of productivity were rated high. For instance, librarians reported that their collections contribute to students' success ($\bar{X} = 3.07$, $SD = 1.09$), that students enjoy a conducive learning environment in the library ($\bar{X} = 3.36$, $SD = 1.25$), and that relevant and current resources encourage excellent students' performance ($\bar{X} = 3.42$, $SD = 1.05$). Similarly, librarians affirmed that their duties contribute to accreditation exercises ($\bar{X} = 3.47$, $SD = 1.15$), that library services strengthen research works ($\bar{X} = 3.42$, $SD = 0.87$), and that they

consistently meet daily and weekly demands ($\bar{X} = 3.43$, $SD = 1.22$). However, some areas reflected low productivity, such as the role of relevant collections in programme accreditation ($\bar{X} = 2.80$, $SD = 1.02$), contribution of services to students' academic success ($\bar{X} = 2.69$, $SD = 1.11$), ability to bring new ideas into the library ($\bar{X} = 2.85$, $SD = 1.07$), and timely response to users' requests ($\bar{X} = 2.84$, $SD = 1.07$). These areas fell below the benchmark of 3.00. Despite these gaps, the grand mean of 3.18 ($SD = 1.13$) is above the benchmark, indicating that the extent of productivity among university librarians in universities in South-South, Nigeria, is generally high.

Research Question Three: What is the relationship between the work environment and librarians' job productivity in south-south, Nigeria?



Table 8: Pearson Correlation (r) and Coefficient of Determination (r²) of the Relationship between the work environment and Librarians' Job Productivity in South-South, Nigeria

Variable	N	Mean	Std. Deviation	R	r ²	Decision
Work Environment	273	78.23	17.731	.752	.566	Positive relationship
University Librarians' Productivity	273	66.75	15.623			

Table 8 shows the Pearson Product Moment Correlation (r) and the coefficient of determination (r²) for the relationship between work environment and productivity of university librarians. The result shows a correlation coefficient of r = 0.752, which indicates a strong positive relationship between work environment and librarians' productivity. The relationship is considered strong and positive because the correlation value (r = .752) falls within the benchmark range for a strong correlation (.60 to 1.00). The coefficient of determination (r² = 0.566) reveals that approximately 56.6% of the variation in librarians' productivity is explained by their work environment. This finding implies that the nature of

the work environment—encompassing physical facilities, workplace culture, and working conditions—plays a significant role in determining the level of productivity among university librarians in the South-South region of Nigeria. The decision, therefore, is that there is a positive and significant relationship between work environment and librarians' job productivity in universities in south-south, Nigeria.

Testing of Hypothesis

Hypothesis One: There is no significant relationship between work environment and productivity in universities in south-south, Nigeria.

Table 9: Linear Regression Analysis of the Relationship between work environment and librarians' job productivity in universities in South-South, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.566	.564	10.315

ANOVA							
Model		Sum of Squares	Df	Mean Square	F	Sig.	Remark
1	Regression						
		37550.44	1	37550.45	352.91	.00 ^b	Null hypothesis is rejected
	Residual	28834.62	271	106.40			
	Total	66385.06	272				

a. Dependent Variable: LJPS

b. Predictors: (Constant), WES

Table 9 presents the result of the linear regression analysis conducted to test this hypothesis. The result shows a correlation coefficient of r = 0.752, which indicates a strong positive relationship between work environment and librarians' productivity. The coefficient of determination (r² = 0.566) reveals that approximately 56.6% of the variation in librarians' productivity is explained by their work environment. The regression output shows an F-value of 352.91 with a significance level of p = .000, which is less than the set alpha level of 0.05... This indicates that the relationship between work environment and librarians' productivity is statistically significant. Since the calculated significance value (.000) is lower than 0.05, the null

hypothesis is rejected. This means that there is indeed a significant relationship between work environment and librarians' job productivity in universities in South-South, Nigeria. The result further implies that variations in librarians' job productivity can be significantly explained by the quality of their work environment, including physical facilities, workplace culture, and working conditions.

V. Discussion of findings:

This section study discussed the findings of the study as follows:

The Nature of the Work Environment in Universities in South-South, Nigeria



The first finding in this study revealed that there were favourable work environment universities in South-South, Nigeria. The reason for this finding is that librarians in universities in South-South operate in favorable conditions such as access to ICT facilities, adequate workspace, availability of relevant information resources, and supportive administrative structures. This finding agrees with Ugwu and Okechukwu (2019) who reported that the work environment of librarians in federal and state universities in Nigeria was generally high, particularly in terms of physical facilities and administrative support. The finding also aligned with Akpojotor (2016) who found that university libraries in Southern Nigeria provided librarians with relatively high levels of infrastructural and professional support, which enhanced their work environment. The finding also corroborates that of Okiy (2019) who revealed that librarians in South-South Nigerian universities described their work environment as largely conducive, with adequate resources and management backing. Also, in support of this finding is Igbinovia and Osuchukwu (2021) who confirmed that librarians in Nigerian universities rated their work environment as high due to improvements in ICT integration, staff development opportunities, and administrative efficiency.

The Extent of Job Productivity Among Librarians in Universities in South-South, Nigeria

The third finding in this study revealed that there was a high extent of job productivity among librarians in universities in South-South, Nigeria. This indicates that librarians actively perform their duties in areas such as information organization, user services, research support, ICT application, and resource management, thereby contributing significantly to the overall effectiveness of their institutions. A possible reason for this finding is that librarians in universities are often driven by professional responsibility, academic expectations, and the need to maintain relevance in an increasingly digital learning environment. This finding is consistent with the study of Adeyemi and Ojo (2020), who reported that university librarians in Nigeria demonstrate high levels of productivity in resource delivery and academic support despite challenges in the work environment. Similarly, Okeke (2021) found that professional librarians show strong dedication to meeting users' information needs, which reflects positively on their performance outcomes. In addition, Ibrahim and Lawal (2022) affirmed that the introduction of ICT tools and digital resources has enhanced librarians' efficiency and

work output, thereby sustaining high productivity levels in university libraries.

Relationship Between Work Environment and Librarians' Job Productivity in Universities in South-South

The fourth finding of this study revealed that there is a strong positive relationship between work environment and librarians' job productivity in universities in South-South, Nigeria. This suggests that the availability of conducive physical facilities, supportive management practices, adequate ICT infrastructure, and favorable interpersonal relationships within the workplace significantly enhance the productivity of librarians. A possible reason for this finding is that a well-structured and supportive work environment fosters motivation, reduces stress, and provides the necessary tools and conditions that enable librarians to effectively discharge their responsibilities. This finding aligns with the work of Olatunji (2019), who emphasized that a supportive and well-equipped work environment improves employees' efficiency and overall job output. Similarly, Musa and Daniel (2021) found that librarians who operate in conducive environments tend to be more committed and productive in delivering library services. In addition, Eze and Okon (2022) observed that workplace resources, professional recognition, and organizational support are significant determinants of productivity in academic libraries.

VI. Conclusion

From the findings of this study, it can be concluded that the work environment of librarians in universities in South-South, Nigeria, is generally favourable, providing the necessary conditions that enhance their professional responsibilities. The study further concludes that librarians in these universities demonstrate high levels of productivity, which is strongly associated with the quality of their work environment.

VII. Recommendations

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

1. Since the nature of the librarians' work environment in selected universities in South-South, Nigeria, was generally favourable, university management should sustain and further improve the conducive work environment by ensuring continuous provision of adequate facilities, ICT resources, and infrastructural upgrades.



2. Because the extent of productivity among university librarians in selected universities in South-South, Nigeria, was generally high, efforts should be made to maintain this level of productivity by encouraging professional development, teamwork, and innovation in library service delivery.
3. Since there is a strong positive relationship between work environment and librarians' productivity in selected universities in South-South, Nigeria, university administrators should continue to strengthen the work environment by providing supportive leadership, conducive physical spaces, and adequate working tools to further enhance productivity.

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