

Motivational Strategies and Physical Work Environment as Correlates of Job Performance of Library Workers in Colleges of Education, South-West Nigeria

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Abstract

This study, investigated motivation strategies and physical work environment as correlates of job performance of library workers in colleges of education located in South-West Nigeria. The study adopted survey research design. Based on total enumeration, 210 library workers in colleges of education in South-West Nigeria were used. Data was collected using a self-constructed instrument on Motivation Strategies Physical Work Environment and Job Performance (MSPWEJP). A total of 192 library workers returned the questionnaire administered, and were used for analysis. The overall Cronbach alpha for the scale is 0.873 indicating good internal consistencies among the variables. Three research questions were answered and two hypotheses was tested at 0.05 level of

significance. Data were analysed using descriptive and inferential statistics. It was established that motivation and physical work environment were essential elements that improved the job performance of library workers in colleges of education in South-West Nigeria. The finding revealed that motivation and physical work environment have positive effects on job performance ($B=0.242$, $p\text{-value} < 0.05$), ($B=0.102$, $p\text{-value} < 0.05$) and relative influence of motivation and physical work environment [$(F(2,189) = 35.340$; $p < 0.05$)] respectively. It was recommended that motivational strategies applied by the college management and the physical working facilities jointly provided paved a good way for library workers' job performance in colleges of education, South-West Nigeria and that these metrics be maintained.

Keywords: Motivation, Physical Work Environment, Job Performance, Library Workers, Colleges of Education, South-West Nigeria.

Introduction

Workers are the engine of any performing organisation. This can be attested to in the way they are appraised, recognised and treated among other organisational resources such as land and capital (Nurse, 2016). This invariably implies that their performance on the job is a fundamental aspect of the performance of the organisation. The performance of individuals in various departments of an organisation could be summed up as aggregates to the total performance of the organisation. Thus, organisations should ensure the promotion of individual job performance to enhance organisational strength, growth, processes, profit margin and overall performance.

Job performance is the discharge of statutory duties or functions based on the workers' field of specialisation. The performance of statutory duties is geared towards the attainment of an organisation's objectives. According to Austin, 1991, cited in Villamova, Austin and Borman, 2015, job performance is regarded as that aspect of work behaviour domain that is of relevance to the job and the organisation's objectives. It, however, could be summarised that the primary objective of any organisation or institution is to attain a high level of productivity which can only be achieved if the overall job performance of the entire workers' is enhanced. Job performance consists of distinct sets of activities that an individual contributes to the organisational goals and aspirations in diverse ways.

One of the qualities of job performance in an organisation is having the spirit of teamwork, which is regarded as a well-oiled machine to get tasks or projects done. Teamwork is important because it encourages collective fulfillment and enlarges the scope of the work performed on a daily basis. When colleagues work collectively, either on specific team-related tasks or in various departments, it improves productivity, morale and overall quality of product or service. Studies have indicated that working relationships is a basic management responsibility essential for each employee, irrespective of whether or not the staff is less than ten people or greater.

Work environment can be described as the interrelationship that exists among the employees, the employers and the environment where work is carried out. Features that constitute the work environment include the workers' relationship, management, organisational structure, communication between employees and management, working tools, office layout, temperature, noise level, ventilation and furniture (Lane, Esser, Hostle and Anne, 2010). An adequate combination of all these features makes the work environment conducive. Such an environment provides the best possible working conditions necessary for workers to work with a high level of performance (Agbozo, Owuzu, Hoedofia and Atuakrah, 2017). Basically, the work environment is expected to be conducive and hazard free and relatively peaceful. However, the work environment can be hostile and inhospitable. Such a work environment is found with inadequate facilities and unprogressive work practices.

Jane and Kaur (2014) point out that enabling a work environment makes workers perform very well on assigned duties, which influences the growth of the organisation. The work environment is sub-divided into four categories, namely: psychological work environment, organisation work environment, social work environment and physical work environment (Oludeyi, 2015). The work environments are categorised based on the distinct features found in each of them. The organisational work environment includes: procedures, practice, ethics and philosophies which operate under the control of an organisation. The social work environment consists of how workers interact with each other. When colleagues in a workplace get along well and do not have bad feelings towards each other, they can be more effective in collaborating and delivering high-quality services for the library.

Haynes (2013) opines that the physical work environment of organisations falls into two main categories. These are the office layout (open or closed offices) and office comfort (matching the office environment to the work processes). The physical work environment affects how employees in an organisation interact, perform their tasks, and are led. The physical library work environment stimulates employees' morale, productivity and service engagement both positively and negatively and it may largely affect physical and psychological well-being. The physical work environment is a significant factor that keeps employees together while the environment supports their output. The physical work environment is different, diverse, and constantly changing. These include; lighting, cross ventilation rates, access to natural light and the acoustic environment. The presence of these physical structures inspires employees' behaviours, attitudes, satisfaction, performance and productivity. Oyedum (2012) avers that an ideal conducive working environment involves lightning, furniture, noise-free reading areas and good ventilation which should be adequately provided to enhance job performance.

With the trend in the physical structure in an organisation, the physical work environment continues to change rapidly. That is, the office layout and structural design suggest a symbolic work environment that encourages performance (Challenger, 2010). These changes encourage efficient working relationships and flexible workplaces that offer good access and ease of

communication compared to enclosed private offices. Chandraseker (2011) also affirms that the insecure and unhealthy work environment in terms of poor ventilation, inappropriate lightning, excessive noise discouraged workers' job performance and health. The influence of environmental factors on the job performance of library workers could be great. For instance, library workers whose offices are connected to the Internet could access information with ease and get relevant information as quickly as possible for its users. This could enhance the job performance of such library workers. When a library worker is sure of constant power supply, such a library worker can avail himself of the opportunity to do extra work in the office. The job performance of such library workers would, under normal circumstances, increase and vice-versa. In other words, a conducive office environment could influence the job performance of library workers.

Library workers in the colleges of education are expected to provide professional services for the actualisation of the mission of the parent institutions. They are supposed to be highly productive and dedicated to their jobs. Library workers may be professionals, para-professionals and supporting staff. They are basically employed to provide services that will meet people's information needs. Therefore, the high productivity of library workers would justify the essence of the continuous existence and relevance of the library as an information provider in the face of the global competitive information industry. For library workers to be productive, the College Authority and Library Management are supposed to provide an enabling working environment that could optimise the productivity of the library workers. When this is done, employees' performance will certainly increase, and the goals and aspirations of the organisation will be sustained. A cursory look at the role of motivation and physical work environment as discussed above, points to the fact that when they are implemented, they are expected to greatly influence job performance of workers in Colleges of Education in Nigeria. However, in the library organisation today, there is still observable poor job performance among workers in various institutions. This negative disposition of the workers may not be unconnected with motivation as well as the poor physical work environment. Thus, this study will examine

motivational strategies and physical work environment as correlates of job performance of library workers in Colleges of Education in South-West Nigeria.

Literature Review

Job performance is the discharge of statutory duties or functions based on the workers' field of specialisation. The performance of statutory duties is geared towards the attainment of an organisation's objectives. Job performance varies from one organisation to another. For instance, jobs carried out in a bank include: receiving and payment of cash to clients, balancing of money owned, management of bank records, and so on. Jobs performed in the library encompass cataloguing and classification of materials, provision of reference services, charging and discharging of library materials to users. Job responsibilities of personnel in the library as per professional staff include online selection, ordering and acquisition, automated circulation of information resources, online public access catalogue, providing online reference services and digitization of information resources

One of the survival strategies of any organisation is decided by the way the workers are remunerated and rewarded (Lawler, 2013). The pattern of reward and motivation will also determine the level of employees' commitment and their attitude to working toward achieving progress. As noted by Dixit and Bhati (2012), poor motivation applications have been a prime component affecting employees' commitment and performance. However, for any organisation to achieve its objectives in any competitive society, employers of labour must have a thorough understanding of what drives the employees to perform efficiently and reward them accordingly (Mueller, 2011). Besides, employees must be adequately motivated through best enumeration plans and reward systems and this will invariably encourage them to be proactive and have the right attitude to work, thereby promoting organisational productivity (Armstrong, 2008). However, in a highly dynamic organisation, motivational strategies are deployed by employers of labour to ensure that the best brains are retained in the best interest of the organisation (Nelson, 2014).

A recent survey conducted by Klynveld Peat Marwick Goerdeler (2010), a consultancy firm on

job security, found that more than 75% of participants considered job security their top priority when searching for a job as a result of the uncertainty economic environment. The result also showed that 67% of the participants were more likely to work in a public organisation rather than a corporate business where there is no assurance of their job security. Bitagi and Idris (2017) investigate the effect of motivation on job performance of library staff in academic institutions in Niger State in Federal University of Technology. The study showed that salary/wages, job security, work itself, cordial relationship among staff; delegation of responsibility, proper communication, mentoring staff and annual/casual leave enhance job performance.

Hassan (2010) reported that the House of Representatives in Nigeria has passed a bill seeking to establish an employee compensation fund that will cater for the welfare of Nigerian workers. Jiboku (2009) carried out similar research on the effect of motivation and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study adopted Herzberg, et al. (1966) theory of motivation that influences job satisfaction and leads to better performance. Similarly, Centres and Bugental (2010) conducted research based on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivation factors. The sample size of 692 was used to test the validity of the two-factor theory. The result reported that at higher occupational level, "motivation" or intrinsic job factors were more valued, while at lower occupational levels, "hygiene factors" or extrinsic job factors were more valued. From this finding, it was concluded that an organisation that satisfies both intrinsic and extrinsic factors of workers get the best out of them.

Egwuridi (2013) also investigated motivation among Nigerian workers using a sample of workers at high and low occupational levels. The expectancy obtained showed that higher income workers will place a greater value on job performance than low-income workers. This emphasises the extent to which value is placed on extrinsic job factors. Akerele (2009) observed that poor remuneration is related to profits made by the organisation. The report indicates that wage differentials between high and low-income earners were related to low morale, lack of commitment and low productivity. To further prove

motivation as a correlate of employees' performance, Huang and Lai (2014) carried out a study on the effect of motivation system on job performance in the tourist hotels in Taiwan identified a positive relationship between effective incentive system and job satisfaction, which ultimately results in improved job performance of employees.

Furthermore, Alfandi and Alkawsaneh's (2014) studied the role of motivation and reward in enhancing employees' performance at Jordanian Travel and Tourism Institutions. The study revealed that adequate motivation is essential for improving employees' performance and organisation productivity. Importantly, the study specifically revealed that the motivation and reward systems in these organisations were grossly inefficient despite employees' high job performance. The study recommended adequate motivation, to be given as when due, and based on performances in order to inspire them to do their best. Ejike (2013) conducted a study on the impacts of employee recognition on organisational productivity, using senior employees from selected firms in Anambra State. Findings of the study indicated that employee recognition is one of the non-monetary rewards which have the capacity to influence the employees' behaviours for optimum performance, because it gives them a sense of relevance and makes them feel valued.

Similarly, Erratul, Nur, Munirah and Norlida (2016), studied factors that influence employees' performance in the Islamic Religious Council. The objective of the study was to identify and determine if there is any relationship between intrinsic rewards and employee performance. For this research, the choice of sample was based on the convenience sampling technique. The instrument used in the research was a questionnaire. The finding indicated that there is a positive relationship between reward motivation with employees' and job performance. However, other findings indicate that intrinsic reward factors have more influence on employees' performance than extrinsic reward factors. Therefore, both the reward factors have a positive relationship and significant results and also influence employees' performance. The results from this study provided useful information to employees in that particular organisation.

The physical work environment deals with the physical or tangible facilities available where the job is done. It includes; machinery, office layout,

temperature, ventilation and lighting. It also includes noise level (Agbozo *et al*, 2017). Kyko (2010) highlighted working conditions such as hot and noisy working environment, unsafe work surroundings, dirty work environment, inadequate resources, old equipment and technology as factors constituting an uncondusive physical work environment. Employees who work in better quality lighting are likely to create faster work with fewer errors. Yaya (2016) identified the lack of working tools and uncomfortable office design as factors contributing to a poor work environment. Conducive work environments facilitate optimum performance of employees by providing them with the means to make best use of their skills and available resources to provide high-quality service (Leshabari, Muhondwa, Mwangu and Mbembati, 2010).

Omotayo, Pavithra and Adeniji (2010) emphasised that there are many environmental factors determining workers' job performance in developing countries. Among such factors are; infrastructure, institutional policy on ICT resources development, technology supply problems, adequate human resources, education and training, and economic and social factors. Thus, in order to draw users to the library, librarians are advised to look at their environment and improve on it to reduce levels of stress and anxiety of their users (Kiilu and Otike, 2016). A study by Amusa, Iyoro and Olabisi (2013) on the impacts of physical work environments on job performance of librarians in the public universities in Southwest Nigeria, established that the performance of library personnel is largely determined by the presence of a conducive physical work environment. Findings of the study further revealed that library personnel in Nigeria work in a fairly conducive environment. Indicators as shown by respondents' opinions include physical facilities, open communication systems, participatory management and staff development.

Similarly, a library worker who works in an office that is well illuminated could be more productive than his professional colleague who works in an office that is renowned for constant erratic power supply. This is because the former would find it easier to do a given task with the hope of completing it without any fear of power failure. A library worker who is sure of stable power supply could also wait and do extra work in his office than his colleague who does

not enjoy the same privilege. The library routines, library physical work environment, the infrastructural facilities, the visible and invisible social interactions, are some of the factors that could influence the job performance of library workers. More typically, however, studies have established that the physical work environment has a significant influence on the performance of library personnel. Library workers usually spend a substantial part of their time providing information sources and services to library users.

The work place or environment can impede or enhance the productivity of librarians whose jobs require comfortable, conducive, and congenial environments. Kampert (2012) averred that employers who pay attention to all the details that affect the welfare of their workers, including their physical work environment, are likely to retain the best people, save costs, and improve the productivity of their workers. Also, Sakir and Fajonyomi (2010) identified clean environment as part of the incentive package that can be given to workers. Ndagana (2013) also noted the indispensability of a fine environment to the output of workers by emphasising that the work place is one of the major focuses of evaluation of self. As a result, the physical working environment is likely to dampen employees' moral, and, as a consequence, contributes less to the total organisational output. Edwards and Fisher (2012), while commenting on the library's physical work environment, stated that there should be a balance between naturally ventilated libraries with fresh air and sunshine. The library's internal and external environment should also be aesthetically inviting. Also, Kisiedu (2010) recommended that libraries should be attractive in their physical beauty and general ambience as this could attract more users. Iyoro (2015) noted that investigations have demonstrated that, when workers are given the necessary good office layout they require, they display maximum willingness in the discharge of their duties.

Studies by Folorunso and Njoku (2016) agreed that, the quality of comfort derivable from the physical work environment determines the level of satisfaction and productivity of workers. An environmental factor is considered important and they include anything that may influence any of the five senses of sight, sound, smell, touch, and taste. As an example, standard health facilities will guard the lives of the workers. Ong, Lai and Wang (2009) categorised the environmental factors into four, namely connectivity

infrastructure, costs and physical infrastructure and internet connectivity. He further highlighted that in Nigeria, physical infrastructure and connectivity infrastructure ranked as the highest environmental constraints to effective job performance. In his study of the physical work environment and workers' performance in Lagos, Taiwo's (2009) finding showed that, the physical work environment is poor (as indicated by 42.63% of respondents). A majority of the respondents (70.49%) were of the opinion that high pay, conducive and better physical work environment could lead to improvement in their performance.

Ikonne and Yacob (2014) studied the impact of spatial comfort and environmental workplace ergonomics on the job satisfaction of librarians in the Federal and State University libraries in Southern Nigeria. The study adopted the survey research design. The findings revealed that there was a positive relationship between ergonomics (spatial comfort and environmental workplace factors) and job satisfaction, which could result in performance. It was recommended that ergonomic measures be introduced and applied in the design of spatial comfort and environmental workplace factors in the libraries for greater job satisfaction of the library staff in Nigerian University libraries.

In summary, the literature reviewed is therefore relevant to this study because it not only identified what constitutes motivation and physical work environment, but equally established that both are determinants of employees' job performance, which is the hub of this study. Thus, motivation combined with a good physical work environment enables library workers to perform these functions satisfactorily in order to achieve the purpose of the library, without which they would be dissatisfied, leading to poor performance. The objectives of this study are to:

1. determine the level of job performance of library workers in colleges of education in South-West of Nigeria;
2. examine the level of motivation of library workers in colleges of education in South-West of Nigeria;
3. assess how conducive the physical work environment of library workers in colleges of education in South-West of Nigeria;

Research Questions

1. What is the level of job performance of library workers in colleges of education in South-West Nigeria?
2. What is the level of motivation of library workers in colleges of education in South-West Nigeria?
3. How conducive is the physical work environment of library workers in colleges of education in South-West Nigeria?

Research hypothesis

Ho₁: The combination of the independent variables (motivation and physical work environment) has no joint significant influence on the job performance of library workers in colleges of education in South-West Nigeria.

Ho₂: The combination of the independent variables (motivation and physical work environment) has no relative significant influence on the job performance of library workers in colleges of education in South-West Nigeria.

Methodology

Survey research design of correlational type was used for this study. This study focused on colleges of education in South-West Nigeria. Thus: Federal College of Education, Abeokuta, Ogun State; Federal College of Education (Special), Oyo; Federal College of Education (Technical), Akoka, Lagos State; Adeyemi College of Education, Ondo; College of Education, Ila-Orangun, Osun State and; College of Education, Ikere, Ekiti constitute the population of the study. However, one College of Education was chosen as a representative of each state in the Southwest. The target populations of the study consist of staff working in the library, that is, the professionals and non-professionals and the supporting workers. The population consists of 57 librarians and 153 senior and junior staff, making 210 in all. The survey research was carried out in 2018. Considering the size of the population of the study, total enumeration was employed to cover the entire population in the South-West geopolitical zone of Nigeria. The instrument used in collecting data for this study is both an adapted and a structured questionnaire. The overall Cronbach alpha for the scale is 0.873, indicating good internal consistencies among the variables. On the whole, 210 copies of the questionnaire were administered. The questionnaire

was administered by the researcher tagged Motivation Strategies and Physical Work Environment and Job Performance (MSPWEJP).

The data for this study was analysed using descriptive statistics such as frequency count, simple percentages method, mean and standard deviation. Each research question was analysed using mean and standard deviation. The hypotheses were analysed using multiple regression analysis.

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Findings

On the whole, 210 copies of the questionnaire were administered out of which a total number of 192 copies were retrieved. This gives a 91.4% return rate of the administered research instrument for the study. The administration of data was done in three weeks.

Table 1: Level of job performance of library workers.

S/N	Statements	VHL (%) 4	HL (%) 3	ML (%) 2	LL (%) 1	M	SD	AM
	Job effectiveness							3.30
1	I am effective in providing a clearly specified task in my workplace	88 (45.8)	89 (46.4)	13 (6.8)	2 (1)	3.37	0.66	
2	I perform my work effectively in the library without any pressure	85 (44.3)	82 (42.7)	23 (12)	2 (1)	3.30	0.72	
3	I exhibit high level competency in delivering effective service to the clientele	68 (35.4)	111 (57.8)	12 (6.3)	1 (.5)	3.28	0.60	
4	I often get my job done properly in good time at the least cost possible	78 (40.6)	90 (46.9)	20 (10.4)	4 (2.1)	3.26	0.73	
	Teamwork							3.20
5	Friendliness with colleagues in workplace increases my job performance	77 (40.1)	98 (51)	13 (6.8)	4 (2.1)	3.29	0.69	
6	Teamwork allows increase productivity and efficiency	76 (39.6)	95 (49.5)	16 (8.3)	5 (2.6)	3.26	0.72	
7	I easily accomplish my task whenever there is a group assignment	68 (35.4)	91 (47.4)	31 (16.1)	2 (1)	3.17	0.73	
8	I am satisfied with the procedure in which grievances are handled at my place of work.	62 (32.3)	92 (47.9)	32 (16.7)	6 (3.1)	3.09	0.78	
		Overall mean=3.29						

Key: Very High Level (VHL), High Level (HL), Moderate Level (ML), and Low Level (LL)

Decision Rule: 1-1.4 = LL (Low Level), 1.5-2.4 = ML (Moderately Low), 2.5-3.4 = HL (High Level), while 3.5-4.0 = VHL (Very High Level) the criteria mean = 2.50 that is 4+3+2+1=10 ÷ 4 = 2.5. This implies that any score less than 2.5 is considered low level.

Table 1 shows the expression of opinion by library workers on the level of job performance. The overall mean score is 3.29 on the scale of 4, which indicates a high level of job performance. Job effectiveness had an overall mean of 3.30 which indicates that, on average, the respondents agree with most of the statements on a high scale as it relates to the job effectiveness of library workers. The analysis shows that the 'effectiveness in providing a clearly specified task in their workplace' had a mean score of (mean=3.37) indicating dispositions. The respondents also indicated that there is a high level of effective performance without any pressure (mean=3.30) and exhibited a high level of competency in delivering effective service to the clientele (mean=3.28). With

regard to teamwork, the overall mean score is 3.20 which indicates that, on the average, respondents agreed that there is a high level of teamwork among library workers. On individual questions, 'high level of friendliness with colleagues in the workplace increases job performance' had mean=3.29; the 'teamwork allows increased productivity and efficiency' had a mean=3.26, 'I easily accomplish my task whenever there is a group assignment' had a mean=3.17, and the process in which grievances are settled in the workplace had mean=3.09. The mean scores indicate that respondents agreed to a high level on these statements. It can, therefore, be inferred that the job performance of these library workers in colleges of education in South-West, Nigeria is high.

Table 2. Level of motivation of library workers

S/N	I am motivated with the following:	VHL (%) 4	HL (%) 3	ML (%) 2	LL (%) 1	M	SD	AM
1	Regular payment of salary	78 (40.6)	74 (38.5)	31 (16.1)	9 (4.7)	3.15	0.86	2.89
2	Job security in the library	66 (34.4)	75 (39.1)	43 (22.4)	8 (4.2)	3.04	0.86	
3	Proper communication that exists between management and library workers	59 (30.7)	80 (41.7)	49 (25.5)	4 (2.1)	3.01	0.81	
4	Free expression of employees at workplace	62 (32.3)	73 (38)	51 (26.6)	6 (3.1)	2.99	0.85	
5	Elated whenever I get promoted at the appropriate time	55 (28.6)	93 (48.4)	32 (16.7)	12 (6.3)	2.99	0.84	
6	Provision for psychological and basic needs	66 (34.4)	62 (32.3)	59 (30.7)	5 (2.6)	2.98	0.87	
7	The developmental policy which is applicable to all library workers	56 (29.2)	79 (41.1)	52 (27.1)	5 (2.6)	2.97	0.82	
8	Morale booster for efficient service	53 (27.6)	72 (37.5)	58 (30.2)	9 (4.7)	2.88	0.87	

Key: Very High Level (VHL), High Level (HL), Moderate Level (ML), and Low Level (LL)

Decision Rule: if mean falls between 1-1.49= Low Level, 1.5-2.49=Moderate Level, 2.5-3.49=High level, 3.5-4= Very High Level

Table 2 shows the level of work motivation of library workers in colleges of education in South-West Nigeria. The overall mean score of 2.89 on the scale of 4 which indicates a high level of motivation. The results show that regular payment of salary was considered high with a mean score of 3.15, job security (mean=3.04), proper communication that exists between management and library workers (mean=3.01), “free expression of employee at

workplace” (mean=2.99), “morale booster for efficient service” (mean=2.88) and “recognition for personal contribution to the library growth” (mean=2.87) had high mean scores which indicates that majority of the respondents on average were in agreement with the statements on a high dispositions. Thus it can be inferred that workers will be motivated if those indicated criteria are met.

Table 3: Physical work environment of library workers

S/N	Physical Work Environment	SA (%)	A (%)	D (%)	SD (%)	M	SD	AM
1	I enjoy conducive and friendly environment	68 (35.4)	87 (45.3)	32 (16.7)	5 (2.6)	3.14	0.78	2.98
2	I comfortably share innovative ideas with co-workers because of the welcoming response I get from them	58 (30.2)	102 (53.1)	27 (14.1)	5 (2.6)	3.11	0.73	
3	My office is spacious and comfortable	74 (38.5)	73 (38)	33 (17.2)	12 (6.3)	3.09	0.90	
4	The conducive working environment in the library allows for high performance.	64 (33.3)	87 (45.3)	34 (17.7)	7 (3.6)	3.08	0.81	
5	My office illumination is very good	67 (34.9)	77 (40.1)	42 (21.9)	6 (3.1)	3.07	0.83	
6	Prompt use of office equipment allows workers to put more effort	59 (30.7)	90 (46.9)	39 (20.3)	4 (2.1)	3.06	0.77	
7	Adequate safety and comfort of my work environment is sure	47 (24.5)	110 (57.3)	28 (14.6)	7 (3.6)	3.03	0.73	
8	I am satisfied by the library routine activities	51 (26.6)	103 (53.6)	30 (15.6)	8 (4.2)	3.03	0.77	
9	I enjoy working because I have adequate tools to work with	53 (27.6)	93 (48.4)	39 (20.3)	7 (3.6)	3.00	0.79	
10	I have comfortable tables and chairs to work with.	63 (32.8)	77 (40.1)	39 (20.3)	13 (6.8)	2.99	0.90	
11	Owing to unreliable power supply in the library, it affects my performance	50 (26)	69 (35.9)	59 (30.7)	14 (7.3)	2.81	0.91	
12	My office is noisy; I can't concentrate on my job	36 (18.8)	75 (39.1)	43 (22.4)	38 (19.8)	2.57	1.01	

Key: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD)

Decision Rule: if mean falls between 1-1.49=Strongly Disagreed, 1.5-2.49=Disagreed, 2.5-3.49=Agreed, 3.5-4=Strongly Agreed

Table 3 presents information on the physical work environment of library workers as regards their level of job performance in colleges of education, South-West, Nigeria. The respondents agreed that they enjoyed a conducive and friendly environment (mean=3.14), they willingly shared innovative ideas with co-workers because of the welcoming response they got from them (mean=3.11) and the office was spacious and comfortable (mean=3.09). These responses imply that library workers operated in a conducive work domain in colleges of education, South-West Nigeria. The finding may be attributed to the recent changing phases in infrastructure development of colleges of education in South-West Nigeria through the Tertiary Education Trust Fund Intervention (TETFund) grants. The finding concurs with that of Bankole, Aremo and Oderinde (2017) on the composite (joint) and relative effect of the physical work environment on employees' overall performance in selected tertiary institutions in Lagos State. The findings emphasized that the five (5) factors of physical work environment (office space, ventilation, lighting, noise and furniture), which constituted the independent variables, jointly

predicted high employees' performance of the respondents ($R=0.62$). The finding implies that management provides an atmosphere that encourages a comfortable working environment that encourages job performance of library workers in colleges of education, South-West Nigeria. However, the respondents indicated that they were worrisome about the level of power supply in the library (mean=2.81) and the level of noise in the library environment (mean=2.57), which could be an impediment to job performance.

Test of Hypothesis

In order to provide answers to the research hypotheses stated, the following data shown in Table 4 and 5 were collected and carefully analyzed using regression statistics.

Hypothesis 1: This hypothesis states that a combination of the independent variables (motivation and physical work environment) has no joint significant influence on job performance of library workers in colleges of education in South-West, Nigeria.

Table 4: Multiple Linear Regression Showing Combined significant influence of Motivation and Physical Work Environment on Job Performance of Library Workers in Colleges of Education in South-West, Nigeria

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.348	.186		12.624	.000
	Motivation	.242	.059	.329	4.086	.000
	Physical work environment	.102	.071	.116	1.444	.150
a. Dependent Variable: Job Performance						
ANOVA ^a						
Model		Sum of Squares	DF	Mean Squares	F	Sig.
1	Regression	7.922	2	3.961	18.586	.000 ^b
	Residual	40.281	189	.213		
	Total	48.203	191			
R=0.405 R²=0.164 Adjusted R²=0.156						

Sig. at $p < 0.05$

Table 4 shows the regression and analysis of variance (ANOVA) for the regression, the F-value of 18.586 and p-value of 0.000 (significant at 0.05 level). This implies that the combined influence was significant. It shows that motivation and physical work environment have positive effects on job performance (B=0.242, p-value < 0.05), (B=0.102, p-value < 0.05) respectively. Table 4 also indicates that the two independent variables when combined to determine their influence on job performance of library workers in colleges of education in South-West Nigeria yielded a coefficient of multiple correlation (R) =.405 and a coefficient of determination adjusted (R²) =.164, which is

significant at 0.05 level. This implies that the independent variables, (motivation and physical work environment) have jointly significantly determined the job performance of library workers in colleges of education in South-West Nigeria. Therefore, the stated hypothesis is rejected, meaning that there is a strong influence of motivation and physical work environment on job performance.

Hypothesis 2: This hypothesis states that a combination of the independent variables (motivation and physical work environment) has no relative significant influence on job performance of library workers in colleges of education in South-West, Nigeria.

Table 5: Multiple linear regression analysis of the relative influence of motivation and physical work environment on job performance of library workers in colleges of education.

	β	<i>T</i>	Sig.	<i>R</i> ²	<i>Adj. R</i> ²	<i>F</i>	ANOVA (Sig.)
(Constant)		18.349	.000	0.270	0.260	35.340	0.000
Job motivation	.512	7.380	.000				
Physical work environment	.021	.297	.767				
Dependent Variable: Job performance							
Predictor: Job Motivation, physical work environment							
DF (F-Statistic) = 2, 189DF (T-Statistic) = 188							

Sig. at p < 0.05

The joint influence of motivation and physical work environment in the regression model jointly predicted job performance of library workers in colleges of education in South-West Nigeria.

Specifically, the finding reveals the relative influences of each of the independent variables on the dependent variable (F(2, 189) = 35.340; p < 0.05). This revealed that motivation (\hat{a} =0.512; *t* (188)=7.380; p < 0.05) had a positive moderate significant influence on the job performance of library workers in colleges of education in South-West Nigeria. By implication, the physical work environment (\hat{a} =0.021; *t* (188)=0.297; p > 0.05) did not significantly influence job performance of library

workers in colleges of education. In addition, the two variables jointly account for 26.0% (*Adj R*² = 0.260) of the variance in job performance of library workers in colleges of education. Therefore, the null hypothesis which states that motivation and physical work environment have no relative significant influence on job performance of library workers in colleges of education in South-West Nigeria was rejected by this finding. This implies that motivation and physical work environment have a relatively significant influence on the job performance of library workers in colleges of education in South-West Nigeria.

Discussion of Findings

The result shows the expression of opinion by library workers on the level of job performance. The respondents indicated that there is a high level of effective performance without any pressure (mean=3.30) and also exhibited a high level of competency in delivering effective service to the clientele (mean=3.28). The respondents agreed that there is a high level of friendliness with colleagues in the workplace that increases job performance among workers. The finding indicated that workers easily accomplished task whenever there is a group assignment (mean=3.17). This also corroborates Benrazavi and Silong (2013) who agreed that variables which include teamwork and task accomplishment are germane to improving the degree of job performance of workers in any library, which in turn determines the level of productivity.

The finding revealed that respondents were motivated by regular payment of salary and such could inspire job performance of library workers. This finding is in consonance with Tella, Ayeni and Popoola (2011) that money remains the most significant inspiration strategy for organisation achievement. Also, Mahmed and Nahu (2015) agreed that financial motivation are tools for inspiring employees to job performance of the libraries in tertiary institutions in Borno State, Nigeria. This finding concurred with Aarabi, Subramaniam and Akeel (2015) who affirmed the positive relationship existing between motivational factors such as training, salary, fringe benefits, promotion and job performance of Malaysian workers.

Job security was also rated as a high motivator in colleges of education, South-west, Nigeria. This corroborates the findings of Bitagi and Idris (2017) who investigated the effect of motivation on job performance of library staff in academic institutions in Niger State at Federal University of Technology, Minna. The study showed that salary/wages, job security, work itself, cordial relationship among staff; delegation of responsibility, proper communication, mentoring staff and annual/casual leave enhance job performance.

The respondents agreed that they enjoy a conducive and friendly environment which encourages higher level job performance. This is in line with Ikonne and Yacob (2014), who studied the

impact of spatial comfort and environmental workplace ergonomics on the job satisfaction of librarians in the federal and state university libraries in Southern Nigeria. This finding is also supported by Taiwo (2010), who studied the influence of the physical work environment on workers' performance in Lagos, Nigeria and reported that the physical work environment greatly influences employees' performance. All these show that a conducive atmosphere encourages safety and comfort of working conditions with skill and talent development among library workers.

The hypothesis shows the regression and analysis of variance (ANOVA). For the regression, the F-value of 18.586 and p-value of 0.000 (significant at 0.05 level). This implies that the combined influence was significant. It shows that motivation and physical work environment have positive effects on job performance ($B=0.242$, $p\text{-value} < 0.05$), ($B=0.102$, $p\text{-value} < 0.05$) respectively. The two independent variables when combined to determine their influence on job performance of library workers in colleges of education in South-West Nigeria yielded a coefficient of multiple correlation (R) =.405 and a coefficient of determination adjusted (R^2) =.164, which is significant at 0.05 level.

The hypothesis indicated that the two independent variables when combined to determine their influence on job performance of library workers in colleges of education in South-West Nigeria have a significant influence on job performance. Therefore, the hypothesis was rejected. The finding reveals a relative influence of motivation and physical work environment on job performance of library workers in colleges of education in South-West, Nigeria ($F(2,189) = 35.340$; $p < 0.05$). The two variables relatively explain 27.0% of job performance of library workers in colleges of education in South-West Nigeria, leaving about 73.0% to other variables not considered in the model. By implication, motivation and physical work environment relatively play important roles in influencing the job performance of library workers in colleges of education in South-West Nigeria.

Conclusion

It was established from the study that motivation and physical work environment are seen as essential

elements that can improve the job performance of library workers in colleges of education in South-West, Nigeria. This was evidence from the positive response of the respondents. According to the findings of the study. It was discovered that combining all of the variables (motivation, physical work environment, and other known variables) helps staff in the library to attain the optimal results. There is more top-down encouragement from their institution's administration couple with the motivating elements that are important to library employees' job success.

Recommendations

In view of the findings of this study, the following recommendations are proffered:

- The results revealed that motivational techniques used by college administration paved the way for library staff in South-West Nigeria to do well on the job, and that this must be maintained by college administrators.
- The results showed that reasonable environmental standards, such as cross ventilation, comfortable tables and chairs, could be found in colleges of education in South-West Nigeria. As a result, college administrations should preserve these defined environmental variables and deem them a priority for cultivating an inherent drive for knowledge creation in educational institutions.
- The findings revealed that there was variation in electric power generation, which might pose a challenge in achieving job efficiency and needs to be addressed.

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