

Influence of Work Environment and Training on Job Performance of Library Personnel in University Libraries in Nasarawa State, Nigeria

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Abstract:- The study investigated the influence of work environment and training on job performance of library personnel in university libraries in Nasarawa State. Two (2) specific objectives with corresponding research questions guided the study and Two (2) hypotheses were formulated and tested at 0.05 level of significance. The study adopted a survey research design and was carried out in Nasarawa State, Nigeria. The population of the study was 150 library personnel in University libraries in Nasarawa State which were made up 44 library personnel in federal university Lafia, 66 library personnel in Nasarawa State University Keffi and 40 library personnel in Bingham University Karu, Nasarawa State. The total of 150 library personnel in the universities were used. The instrument for data collection was a self-developed structured questionnaire titled "Influence of work environment and training on job performance Questionnaire" (IWETJPQ). The data collected were analyzed using Means and Standard Deviation to answer the research questions and Chi-Square statistics to test the null hypotheses at 0.05 level of significance. Findings of the study revealed that, work environment and training have significant influence on job performance of library personnel in university libraries in Nasarawa State. Furthermore, conclusion and recommendations were made based on the findings of the study.

Keywords: Work environment, Training, Job Performance, Library Personnels, University Libraries, Nasarawa State.

I. INTRODUCTION

1.1 Background of the Study

The primary objective of any organization including universities institutions is to attain high level of productivity which can only be achieved if the overall job performance of the entire staff is enhanced. University is an academic institution that produces human resources vital for all spheres of life. It is the highest institution that ensures the provision of knowledge through research. Uganneya and Agoh (2013) advanced that, university institution rendered essential community services, serve as center for moral, social and intellectual rejuvenation. However, it is impossible for university institution to achieve its aims/goals without an existence of a functional library. Aguolu and Aguolu (2016) maintained that, quality education is impossible without a quality library. Effective operation of university institutions largely depend on the excellence state of its library. Aguolu stated the objectives behind the establishment of library in

universities to include: learning, reading and instruction; Research purposes, to meet the needs of all researchers, students, lecturers and other users; Economic and political development of an individual. University libraries are established to support academic programmes of the university, providing information resources and services that will enhance high performance of the students. The quality of the library services in any university library is measured by the services rendered to the users, this however is dependent on the quality of staff who are responsible for the effective and efficient services delivery. It is the responsibility of the library personnel to provide better services to its users and to make sure that information sources, services and resources are well utilized for users' benefits.

The library and information services are performed by the Library personnel (staff) whose creativity and ingenuity are relevant for effective and efficient service delivery. The library personnel are made up of academic librarians, non-professionals and administrative staff.

Personnel are most likely to stay put when they are satisfied with their jobs and also committed to the organization. Satisfaction plays an important role in job performance of workers. Workers who are satisfied with good opportunities for training and development, a good working environment, cordial relationship in the work place, and interesting work are likely to exhibit high level of performance. Library personnel in the university libraries in Nasarawa State may put in their best when they are satisfied with their job. Satisfaction is a key factor in ensuring reasonable performance, factors that could enhance university librarians job satisfaction may include promotion, incentives, work environment, regular salary payment and training(In service training) among others.

Work environment could be seen as the physical, social, psychological and technological conditions that are found in the work places that impact the job performance of library personnel. This impact could be directly or indirectly, and environment could be internal or external. Environmental factors include social interaction, power supply, physical facilities, lighting level and motivation (Popoola, 2015).The work place or environment may impede or enhance the

productivity of library personnel whose jobs require comfortable, conducive, and congenial environments. According to Groffer (2010) employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save cost, and improve the productivity of their organization. Groffer identified clean environment as factor that can enhance workers performance. Kalyani (2011) also noted the indispensability of a fine ecology to the output of workers. Kalyani believes that the work place is one of the major focuses of evaluations of self. As a result, the working environment is likely to dampened employee's morale, and as a consequence, contributes less to the total organizational output. Workplace /environment may have either positive or negative influence on the satisfaction level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment like comfortable office, enough reading space. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be. The employee will perform better if they are provided good environment. Library personnel like all other employees ought to be provided conducive environment and trained for high performance. Going by the above affirmation, we can infer that conducive work environment is crucial to the successful accomplishment of the roles and functions of library personnel in the university libraries of Nasarawa State. Popoola (2015) unconducive work environment such as noising environment, unventilated office, overcrowded (five staff in one office) cause dissatisfaction and bring about poor performance like lateness to work, absenteeism, among others. The implication of this is that library personnel may be unable to perform his primary assignments; demonstrate expert knowledge of content and format of information resources including the ability to critically evaluate and filter them, assembles most appropriate suite of information access tools to meeting the information needs of clients. Going by the above affirmation, we can infer that conducive work environment is crucial to the success of the roles and function of library personnel in university libraries in Nasarawa state.

Training is the process of increasing the knowledge, and skills for doing a particular job (Buchaman, 2012). It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behavior and performance of a person and also it is a never ending or continuous process (Buchaman 2012). Today, libraries have realized the importance of training as a tool to achieve their strategic goals. It is not viewed by the organization as a longer, but as an investment on one of its most dynamic assets, namely, employees. Many organizations consider training as a strategic employee retention tool. It helps the organization create a smarter force capable of meeting any situation and challenges. The main object of

every organization is to improve its performance, but can never be possible without the efficient performance of employees. For the organization, training leads to improve profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training improved job knowledge while also helping in identifying with the goals of the organization. Ekere (2016) defined Training as the planned learning experiences that teach employees how to perform current and future jobs.

Training has an important role to play and it is expected to inculcate positive changes in knowledge skills and attitudes. Library personnel training tries to improve skills so that employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. Training programmes are necessary in the university libraries for staff performance. Ekere (2016) asserts that knowledge is power. Untrained staff has less or no contribution to the development of organization and make organization unable to achieved its goals and objectives. This scenario may cause job dissatisfaction and bring about poor performance like lateness to work, absenteeism, among others. The consequence of this is that library personnel may be unable to perform their duties such as charging and discharging of books, references services, bibliographic services, application of the latest technologies and tools for information delivery among others. Therefore, it is important to know if training really influences job performance of library personnel in university libraries in Nasarawa state.

Job performance is the discharge of statutory duties or functions based on workers' field of specialization (Adenira, 2010). The performances of statutory duties are geared towards the attainment of an organization's objective. Success of any organization largely depends on the performance of its personnel. Successful organizations are increasingly realizing that there are number of factors that contribute to performance (George, 2015). In spite of the size and nature of the university library and the environment in which it operates, its success depends on its personnel. Library personnel in university libraries in Nasarawa state who are satisfied with their jobs may perform better beyond their call of duties, which can range from putting in extra hours when needed to coming up with truly creative ideas and overcoming obstacles to implement them (even when doing so is not part of the employees' job) or to go out of his or her way to help a co-worker, subordinate, or superior (even when doing so entails considerable personal sacrifice). Personnel performance is generally determined by factors such as motivation, work environment, training, the tools, materials and information needed to do the job. When security, safety compensation, recognition, reward, and appreciation are provided it lunches excellent opportunity outside assigned job and positive attitudes towards work by going to work early and staying to closing hour. Hence, these variables may influence performance and its absence may bring negative attitude to work. If the presence of the identified determinant factors of job satisfaction such as work environment and

training could influence performance, it is to be taken that its absence may cause dissatisfaction with work and subsequently low performance among personnel in the university libraries.

However, the library personnel attitude in terms of satisfaction towards work may have an influence on their performance. Despite the identified determinant factors of job satisfaction such as the work environment and training today, the library is still seen to be relinquishing its place as the top source of inquiry, and this could be attributed to poor job performance on the part of library personnel. The researchers observed that, library personnel are losing interests in carrying out their fundamental roles as researchers and academics despite the evidence that work environment and staff training enhances performance. This attributed to dissatisfaction with some key factors in the work place such as poor working environment, lack of staff training, inadequate in-house training by the university library management. It is against this background, that this study is set to investigate the influence of work environment and training on job performance of library personnel in University libraries in Nasarawa State, Nigeria.

1.2 Statement of the Problem

Library services to the university community cannot be complete without the Library personnel. The personnel are supposedly academic staff performing research and academic functions, they are placed, paid and promoted base on contribution to knowledge via impartation and publications among others. Their roles are so enormous that the university cannot function effectively without them. This set of workers called librarians require some level of recognition, security, good working environment, training and compensation for their inputs which aids better performance that can bring about satisfaction even on the part of library administrations. Continuous research in the university might not be possible without effective function of libraries and library personnel. This is because the university library is designed to serve all the areas of knowledge taught in the university. To achieve these therefore, the library personnel have veritable roles to play which includes, provision of information for the purpose of research, teaching and learning, preservation of information for futuristic purpose, provision of information for personal enlightenment and carrier development. These roles could be effectively carried out when the personnel are satisfied with their job.

Despite these important roles of library personnel, some personnel still exhibit poor attitude towards their work and those they serve which may be due to lack of in service training and uncondusive work environment. This apparent attitudes exhibited by the library personnel might therefore, bring dissatisfaction and this could leads to lack of commitment to work, absenteeism and lateness which make personnel perform below expectations. This however may affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the

institutional development. If this scenario is not properly addressed it may negatively influenced staff performance in the university libraries. This calls for the need for this study to investigate how work environment and training influence job performance of library personnel in university libraries in Nasarawa State, Nigeria.

1.3 Objectives of the Study

The main purpose of this study is to investigate the influence of work environment and training on performance of library personnel in University Libraries in Nasarawa State. Specifically the study is set out:

1. To investigate the influence of work environment on job performance of library personnel in University libraries in Nasarawa State.
2. To find out the influence of training on job performance of library personnel in University libraries in Nasarawa State.

1.4 Research Questions

The study is guided by the following research questions:

1. What is the influence of work environment on the job performance of library personnel in University libraries in Nasarawa State?
2. What is the influence of training on job performance of library personnel in University libraries in Nasarawa state?

1.5 Research Hypotheses

The following hypotheses were formulated to guide the study and will be tested at 0.05 level of significance:

1. Working environment do not significantly influence job performance of the library personnel in the University libraries in Nasarawa State.
2. Training do not significantly influence Job performance of library personnel in the University libraries in Nasarawa State.

1.6 Scope of the Study

This study focuses on the investigation of the influence of work environment and training on performance of library personnel in University Libraries in Nasarawa state. The study was carried out in Federal University, Lafia (FULAFIA), Nasarawa State University, Keffi (NSUK) and Bingham University Karu, which are located in Nasarawa state. The library personnel of the institutions constitute the respondents or the population of the study. The content scope covers influence of work environment on job performance, as well as influence of training on job performance of library personnel in University Libraries in Nasarawa state.

IV. REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Concept of Job performance

Organizations employ competent personnel to carry out its day-to-day functions so as to meet the goals for which it wants to achieve. The level of their performance in carrying out these functions determine to a great extent the general performance of the organization as a whole and it's continues survival. In view of this, it is the responsibility of the management to provide the necessary facilities and atmosphere that will result to higher job performance by its personnel. This makes job performance an important aspect that needs greater attention because of the critical role it plays in organizational outcomes and success.

Job performance is a universal term in the labor industry. Omekwu (2003) defines it as "the total expected value to the organization of discrete behaviors that an individual carries out over a standard period of time". Adeeko et'al (2017) sees it as "the ability to perform effectively in an employee job requirement that he has and understand a complete and up-to-date description for his or her position and understand the job performance requirement that he is expected to meet". From these definitions, it seen that performance is not defined by the action itself but by judgmental and evaluative processes" therefore it will be seen that job performance is directed toward organizational goals that are relevant to the job.

Organizations are challenged nowadays with the delivery of quality products and services in order to be able to respond to greater and changing demands from their clients. This makes job performance of interest to the organization because of the importance of high productivity in the work place which every organization wants to achieve. It is therefore one of the most important activities that reflect both the goals and the means necessary to achieve it (Easth, 2011). And since attaining high job performance is always an organization priority, every organization has to place a considerable attention to individual employee performance.

The environment which the employees work is another factor that affects his or her job performance. Workers are very sensitive to the environment they work. The environment should be conducive for work where the work situation and environment should be conducive to help employees have better working conditions. Creating a work environment that is enjoyable will contribute to increase performance. Since the environment affects the health and wellbeing of employees, employees must be physically and mentally healthy to perform better in the organization. Adequate health cover as part of the employee benefits will help a little in improving efficiency of the employee at work.

Again for an employee to work and function well in an organization, he/she must have adequate knowledge, skill and abilities to be effective in the work. If employee does not

have the necessary abilities, skill or knowledge to do the job, his performance will suffer. In view of this, Tella, Ajani, and senyah (2013) opined that the library organization must have good training programme. This will give the librarian or information professional opportunities for self-improvement and development to meet the challenges and requirement of new equipment and new techniques of performing a task. After obtaining the skills, knowledge and ability, is the right tools and resources to do the work. The tools and resources include equipment, stationeries, accommodation and personnel etc. Absence of these resources could contribute to a dip in job performance.

It is always necessary for librarians to ascertain the performance of their personnel. This can be done through continues assessment and measurement using Assessment performance Appraisal (APA) form whose content depends on the goals and objectives which the organization wants to achieve. Personnel job performance has been defined as work performance in terms of quantity and quality expected from each personnel (Oluchi and Ozioko 2014). With increase in competition, libraries have recognized the importance of the personnel's job performance to compete in this global market. This is due to the fact that as the performance of the personnel increase, there is a corresponding positive influence on library's performance, importantly, when the needs of clients are meet in the library.

Library personnel have a great task in meeting the information needs of their client most especially in the information era where information has become a driving force in all human endeavors. The task of librarian is to organize the flow of information by helping its clients to locate it. He selects process, organize and disseminate information resources. His job performance remains a rallying point for the execution of these functions. It is the responsibility of library management to provide the necessary atmosphere to increase the performance of library personnel for as the performance of employees' increases, it will affect firm's performance and ultimately profitability of the firm (katamba and Abdulsalam, 2014). The increase in library personnel job performance will make them utilize their talents in a way that they will have fulfillment and self-actualization which will in essence lead to the achievement of the library's goals endeavors.

2.1.2 Influence of Work Environment on performance of library personnel

Work environment could be seen as the physical, social, psychological and technological conditions that are found in the work places that impact the job performance of library personnel. This impact could be directly or indirectly, and environment could be internal or external. Environmental factors include social interaction, power supply, physical facilities lighting level and motivation etc (Babalola, 2012).The work place or environment can impede or enhance the productivity of library personnel whose jobs

require comfortable, conducive, and congenial environments. Nmadu (2013) averred that employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to retain the best people, save cost, and improve the productivity of their workers. He identified clean environment as a determinant of personnel performance. Gibson (2012) also noted the indispensability of a fine ecology to the output of workers. He believes that the work place is one of the major focuses of evaluations of self. As a result, the working environment is likely to dampened employee's moral, and as a consequence, contributes less to the total organizational output if the environment is not clean. Ekere (2016), on his part, noted that environment is one of the major factors of satisfaction that drive library personnel towards job performance, when workers are given necessary motivation they required such as light, comfortable office, clean and quiet environment, they display maximum willingness in the discharge of their duties. Ekere, while commenting on library 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, he recommended that libraries should be attractive in its physical beauty and general ambience as this could attract more users.

Generally other factors like, noise level, fresh air, refreshment and the incentives e.g. child care, also become a part of workplace environment, Ozioko (2014). Workplace environment may have either positive or negative influence on the satisfaction level of employees depending upon the nature of working environment. The employees can perform better if they are provided good environment like comfortable office, enough reading space. The working outcomes are directly interlinked with working environment; the more it (environment) is conducive the better the outcome will be. The employees will perform better if they are provided good environment. Going by the above affirmation, we can infer that conducive work environment is crucial to the successful accomplishment of the roles and functions of library personnel in university libraries in Nasarawa State.

2.1.3 Influence of Training on performance of library personnel.

Training is the process of increasing the knowledge, and skills for doing a particular job. Bucham (2012), It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behavior and performance of a person and also it is a never ending or continuous process.

Today, libraries have realized the importance of training as a tool to achieve their strategic goals. It is not viewed by the organization as a longer, but as an investment on one of its

most dynamic assets, namely, employees. Many organizations consider training as a strategic employee retention tool. It helps the organization create a smarter force capable of meeting any situation and challenges. The main object of every organization is to improve its performance, but can never be possible without the efficient performance of employees. For the organization, training leads to improve profitability while cultivating more positive attitudes toward profit orientation. For the individuals, training improves job knowledge while also helping in identifying with the goals of the organization. Ekere (2016) maintained that training is a planned learning experience that teaches employees how to perform current and future jobs. At its core is the improvement in the performance of individuals participating in training activities.

Training has an important role to play and it is expected to inculcate positive changes in knowledge skills and attitudes. Employees training tries to improve skills so that employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. Library administrators should provide opportunities for continuous training of personnel not only in their present jobs but also to develop the capabilities for other jobs also. Organization must grow along with the employees, because organization should adapt itself to the changing environment. Training programmes are necessary in any organization for improving the quality of work of the employees at all levels particularly in a world of fast changing technology and environment.

Trained personnel will be able to make better and economical use of materials and equipment. In addition, the rate of accidents and damage to machinery and equipment will be kept to the minimum by the well-trained employees. These will lead to less cost of production per unit. A well trained employee usually shows greater productivity and higher quality of work-output than an untrained employee. Training increases the skills of the employees in the performance of a particular job. An increase in the skills usually helps to increase both quantity and quality of output. If the library personnel are given proper training, the responsibility of supervision is lessened. Training does not eliminate the need for supervision, but it reduces the need for detailed and constant supervision. Adeyemo(2010) noted that a systematic training programme helps to reduce the learning time to reach the acceptable level of performance. The employees need not learn by trial and error or by observing others and waste time if the formal training programme exists in the organization.

When totally new skills are required by an organization, it has to face great difficulties in employment. Training can be used in spotting out promising men and in removing defects in the selection process. It is better to select and train employees from within the organization rather than seek the skilled employees from outside sources. The morale of employees is increase if they are given proper training. A good training programme will mould employees' attitude to

achieve support for organizational activities and to obtain greater cooperation and performance (Buchman, 2012). With the help of training, dissatisfaction, complaints, absenteeism and turnover can be reduced among the employees. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. Training affects the job performance of library personnel positively towards job satisfaction and productivity. Kingsley (2012) notes that training is a motivational factor which enhances librarians towards their job by which librarians become proficient in their job and become able to give better result in terms of information services. He also accepted that librarians training have significant positive effect on information delivery and productivity (Hassan, 2009). Hassan notes that training is seen as a useful means of coping with changes fostered by technological innovation information, organizational structuring and restructuring and most importantly it plays a key role to enhance library personnel performance

2.2 Review of Related Empirical Studies

Some related empirical studies have been carried out on influence of work environment and training on job performance of library personnel. Some of these are reviewed as follows:

Daship (2013) studied the effects of job satisfaction and job performance of library personnel of National Library of Nigeria. The findings from the study revealed that library personnel are generally satisfied with their job but not satisfied with their salary and also their overall job performance is average. The relationship between their job satisfaction and job performance shows that there is a strong positive relationship between salary, responsibility and relationship with job performance, a weak negative relationship between work-itself and job performance and a negative relationship between growth/advancement and recognition and job performance. Findings identified lack of in adequate professional training, poor policy, unsafe working environment and poor salary package as barriers to their job satisfaction and performance and effective communication, adequate professional development, good working conditions, good salary package and good policy as strategies to improving their job satisfaction and job performance.

Igbokwe (2011) carried out study on job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria. The findings revealed that general job satisfaction exist among the librarians in federal university libraries in South East Nigeria. This was as a result of the existence of constituents of job satisfaction such as opportunity for promotion and good salary. It also revealed that job satisfaction has great influence on job performance. Equally, the study revealed that lack of opportunity for promotion is the greatest factor that can affect their job

satisfaction and performance and the existence of promotion opportunities and other factors such as, salary increment, opportunity for training, concrete job description to a very great extent enhance the job satisfaction and performance of these librarians.

Abubakar and Abdulsalamr (2014) investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately- owned universities in North-Central, Nigeria.

Abiodu and Ajani (2013) investigated the work environments and job performance of librarians working in public universities in South-West, Nigeria with the aid of survey research approach. The findings revealed that librarians in terms of physical facilities, open communication, motivations etc. are fairly favorable while personnel emolument was considered not to be favorable at all. This inadequacy is reflected in the job performance of the librarians as their performance only seems to be fair. The study also established that there is significant correlation between work environment and job performance of the librarians.

Lim (2008) conducted a research on Job satisfaction of Information technology workers in academic libraries. This study examined the job satisfaction of library Information Technology (IT) workers in relation to demographic, socioeconomic, and work-related variables, such as a sense of belonging, faith in wanting to belong, a feeling of acceptance, paying dues, job autonomy, the broker's role, and promotion opportunities. This study found that regular salary, an MLS degree, a sense of belonging, faith in wanting to belong, a feeling of acceptance, job autonomy, and promotion opportunities were related to job satisfaction of the library IT workers and hence influences their job performance. This study provides some explanations as to why some IT workers are more satisfied with their jobs than others, thereby contributing to improving the quality of their work lives.

Okeke (2010) studied the Impact of Job Satisfaction on employee performance in Government Owned Enterprises (GOE's) Enugu. The major finding of the research is that promotion has a significant relationship with job satisfaction, there is relationship between salary and job satisfaction and conducive environment contribute to job satisfaction among employee in government owned enterprises. In view of the above findings the study recommended that Government owned enterprises should see increase/prompt payment as a motivation factor that can increase productivity in the organization. Government should use employee inputs as criteria for promotion of workers, because most of these workers in government are idle. Government should make the working environment conducive, so that the workers can see their working environment as their second home. Government owned enterprises should adopt management by objective in which employee should be part in decision making of the

organization so that all hands will be on deck. The structure of the organization should be restructuring so that there will be cordial relationship between the employees and employer. Working conditions should be improved and sustainable to enhance performance. Management should be sensitive to the difference in needs and values among the employee. Every individual is unique and will respond differently to attempts to motive him or her. Management should be sensitive to employees, complaints about low pay and unchallenging work. Too often management delude them into thinking that employees dissatisfaction can be lessened by painting work area piping in music, giving out a few more words of praise, or giving people longer work breaks.

Under the review of related empirical studies, it was observed that most of the reviewed studies were concerned with how job performance bring about job satisfaction without acknowledging the fact that a well appreciated staff may perform better if his or her efforts is well rewarded. The reviewed studies failed to comprehensively investigate the influence of work environment and training on performance of library personnel in University Libraries in Nasarawa State. This is the gap this work intends to bridge.

III. METHODOLOGY

This study employed a survey research design. The study area is Nasarawa State. The population of the study is one hundred and fifty (150) library personnel, made up of forty four (44) library personnel in Federal University, Lafia; sixty six (66) library personnel in Nasarawa State University, Keffi (NSUK) and forty (40) library personnel in Bingham University Karu, Nasarawa State (**Source:** This data obtained from the three university librarians on February 13th 2019, from the documentation unit). There is no sampling for the study, since the population is not too large and the study will cover the entire population of library personnel’s in university libraries in Nasarawa State. The instrument for data collection for this study was a structured questionnaire titled “Influence of Work Environment and Training on Job Performance Questionnaire” (IWETJPQ). The instrument was validated by three experts. To ascertain the reliability of the instrument for this study, the questionnaire was administered on thirty (30) library personnel. Fifteen (15) in Benue State University and Fifteen (15) in Federal university of Agriculture Makurdi who are not part of the main study but considered to have similar characteristic with the subject under study. Data obtained from the trial testing was subjected to reliability analysis using Cronbach Alpha method, to determine the internal consistency of the instrument. The analysis yielded a grand reliability coefficient of 0.87 indicating that the instrument is reliable for the study. To ensure high percentage return, data for this study was collected by the researchers with the aid of three research assistants who were students of the institutions understudy. The data collected were analyzed using both descriptive and inferential statistics. Mean and Standard deviation were used to answer the research questions while

Chi-square was used to test the null hypotheses at 0.05 level of significance.

The decision rule use for mean (\bar{X}) is calculated as follows:

Strongly Agreed (SA) –4 Agree (A) -3

Disagreed (D) – 2 Strongly disagreed (SD) –1

Hence $\frac{4+3+2+1}{4} = \frac{10}{4} = 2.50$

Bench mark of 2.50 was established to accept any item with a mean rating of 2.50 or above as agreed while any item with a mean rating less than 2.50 is regarded as disagreed. The decision rule for rejection or other wise of hypothesis will be based on the p-value and Alpha value. A hypothesis of no significance will be rejected for any cluster item its p-value is equal to or greater than alpha value of 0.05 ($p > 0.05$) while it will be rejected for any cluster of item its p-value is less than alpha value of 0.05 ($p < 0.5$).

IV. RESULT AND DISCUSSION

This chapter presents results of the data analysis and discusses the findings of the research. It was carried out under results, findings and discussion of findings.

4.1 Results

The results of the analysis are presented as follows:

4.1.1 Research Question 1

What is the influence of work environment on job performance of library personnel in University libraries in Nasarawa State?

The data for answering research question 1 is presented in Table 1.

Table 1: Mean Ratings and Standard Deviation of Respondents on Influence of Work Environment on Job Performance of Library Personnel in University libraries in Nasarawa State. (N=150)

S/N	Items	\bar{X}	Std.	Remark
1.	The library environment is quiet and conducive for my high performance	2.76	.86	Agree
2.	I have comfortable office in the library which encourages me to perform better	3.58	.62	Agree
3.	There is constant power supply in the library which encourages me to perform better	3.43	.63	Agree
4.	The library is big enough for users	3.35	.72	Agree
5.	I perform my work in the library without pressure	3.28	.71	Agree
6.	The library environment is conducive for reading	3.13	.64	Agree
7.	My library working environment is provided with efficient light which encourages me to perform better	3.27	.59	Agree

8.	The library environment has adequate ventilation which encourages me to perform better	3.43	.91	Agree
9.	The library environment encourages cordial relationship with co-workers	3.35	.90	Agree
10.	There is constant power supply in my library	3.42	.83	Agree
	Grand Mean and Standard Deviation	3.30	.74	

N= number of respondents, \bar{X} = mean of respondents, Std. = Standard deviation of respondents.

Data presented in Table 1 shows all the 10 items had their mean scores ranging from 2.76 to 3.58 which were above the cut-off point of mean 2.50. This showed that all the items were agreed by respondents as influence of work environment on job performance of library personnel in University libraries in Nasarawa State. The Table further showed that the standard deviation of the items ranged from .59 to .91, indicating that there was less variability in the opinion of the respondents on the influence of work environment on job performance of library personnel in University libraries in Nasarawa State.

4.1.2 Hypothesis 1

Work environment do not significantly influence job performance of library personnel in University libraries in Nasarawa State.

The data for testing hypothesis 1 is presented in Table 2.

Table 2: Chi-Square Test of Significant Influence of Work Environment on Job Performance of Library Personnel in University Libraries in Nasarawa State.

	Df	χ^2	Sig.	Alpha Level	Remark
Pearson Chi-square	27	491.570	.000	.05	S, R
Number of Observation	150				

Df = degree of freedom, χ^2 = chisquare calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 2 shows a p-value of .000 which is less than the alpha value of 0.05(i.e .000 < .05). This indicates that work environment significantly influence job performance of library personnel in University libraries in Nasarawa State. Therefore, the hypothesis which state that work environment does not significantly influence job performance of library personnel in University libraries in Nasarawa State, was rejected.

4.1.3 Research Question 2

What is the influence of training on job performance of library personnel in University libraries in Nasarawa State?

The data for answering research question 2 is presented in Table 3.

Table 3: Mean Ratings and Standard Deviation of Respondents on Influence of Training on Job Performance of Library Personnel in University libraries in Nasarawa State (N=150)

S/N	Items	\bar{X}	Std.	Remark
1.	There is opportunity for further training in my library	3.28	.89	Agree
2.	I am satisfied with the training programme in my library	3.22	.77	Agree
3.	The university attached importance to the training of library personnel	3.34	.98	Agree
4.	Opportunities for advancement in my profession through conferences are given in my library.	3.36	.71	Agree
5.	I am aware of training procedure in my library	3.56	.83	Agree
6.	I will perform better if I have training guides in my library	3.05	1.07	Agree
7.	My job gives me relatively higher status in the society when I am trained	3.44	.50	Agree
8.	If there are opportunities for career advancement in the library I will perform my job better	3.28	.69	Agree
9.	I will perform better if library gives training opportunities to all categories of library personnel	3.11	.80	Agree
10.	There is a constant training programme in my library.	3.21	.68	Agree
	Grand Mean and Standard Deviation	3.28	.79	

N= number of respondents, \bar{X} = mean of respondents, Std. = Standard deviation of respondents.

Data in Table 3 shows that all the 10 items had their mean scores ranging from 3.11 to 3.56 and were above the cut-off point of mean 2.50. This showed that all the items were agreed by respondents as influence of training on job performance of library personnel in University libraries in Nasarawa State. The Table also showed that the standard deviation of the items ranged from .50 to 1.07, indicating that there was less variability in the opinion of the respondents on the influence of training on job performance of library personnel in University libraries in Nasarawa State.

4.1.4 Hypothesis 2

Training does not significantly influence job performance of library personnel in University libraries in Nasarawa State.

The data for testing hypothesis 2 is presented in Table 4.

Table 4: Chi-Square Test of Significance Influence of Training on Job Performance of Library Personnel in University Libraries in Nasarawa State.

	Df	χ^2	Sig.	Alpha Level	Remark
Pearson Chi-square	27	373.600	.000	.05	S, R
Number of Observation	150				

Df = degree of freedom, χ^2 = chisquare calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 4 above shows a p-value of .000 which is less than the alpha value of 0.05 (i.e. $.000 < .05$). This indicates that training significantly influence job performance of library personnel in University libraries in Nasarawa State. Therefore, the hypothesis which state that training do not significantly influence job performance of library personnel in University libraries in Nasarawa State, was rejected.

4.2 Findings of the Study

The following findings emerged from the study based on the research questions answered and hypotheses tested.

1. The study revealed that work environment significantly influence the job performance of library personnel in University libraries in Nasarawa State.
2. Analysis of data from the study further showed that training exert ten (10) significant influence on the job performance of library personnel in University libraries in Nasarawa State.

4.3 Discussion of Findings

Based on the findings derived from the results of the study, the following were discussed.

Findings of the study as shown on table 1 revealed that, work environment has significant influence on job performance of library personnel in the university libraries in Nasarawa State. This is evident in that, the library personnel responded “agreed” to all the ten (10) items on the influence of work environment on job performance of library personnel in the university libraries with a grand Mean of 3.30 which is above the benchmark of 2.50. A similar test of hypothesis as shown on table 2 revealed a significant influence of work environment on job performance of library personnel in the university libraries. This finding agrees with Abiodun and Ajani (2013) whose study on “Work environments and job performance of librarians in the public universities in South – West Nigeria reported that comfortable office in the library, constant power supply in the library enhances the job performance of the librarians. The finding also collaborate with that of Ezeama (2013) who reported that work environment enhances the job performance of librarians. In a similar vein, Okeke (2010) asserted that absence of quiet environment make delivery difficult thus causing poor performance among library personnel.

Lastly, findings of the study as shown on table 3 revealed that, training has significant influence on job performance of library personnel in the university libraries in Nasarawa State. This is evident in that, the library personnel responded “agreed” to all the ten (10) items on the influence of training on job performance of library personnel in the university libraries with a grand Mean of 3.28 which is above the benchmark of 2.50. As revealed by the findings of the study, an opportunity for further training increases their performance ,opportunities for advancement in their profession through conferences increases their performance, they will perform better if they are satisfied with the training

programme in their library, the university attached importance to the training of library personnel which enables them perform beyond their call of duties, if they are aware of training procedure in their library they will perform better, they will perform better if they have training guides in the library, their job gives them relatively higher status in the society when they are trained, if there are opportunities for career advancement in the library they will perform their job better, if there is constant training programme in their library it enables them to perform better. A related test of hypothesis as shown on table 4 revealed that training significantly influence the job performance of library personnel in the university libraries. The finding also agree with that of Igbokwe whose study on Job satisfaction and performance of librarians in Federal University libraries in south east Nigeria reported that lack of opportunity for training is one of the greatest factors that can affect job satisfaction and performance of librarians and the existence of training opportunities enhance the performance of the librarians. The finding also agree with that of Ekere(2016) whose study on factors influencing job satisfaction of academic librarians in university libraries in Edo and Delta States reported that training of librarians influence their job performance. The fact there is no finding disagree with this is a confirmation that provision of training for library personnel influences their job performance in university libraries in Nasarawa State.

V. CONCLUSION

Based on the findings of the study it was concluded that, work environment and training are found as the key factors influencing and enhancing job performance by library personnel’s in university libraries in Nasarawa state.

RECOMMENDATIONS

Based on the finding of the Study, the following recommendations were made:

1. University authorities through TETFUND and other opportunities for training should ensure that library personnel acquire training to enhanced performance.
2. The management of university libraries should always ensure that library environment are clean, quiet for high performance.

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