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Work Environment and Job Performance of Librarians in University Libraries in Delta State, Nigeria

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Abstract

This study examined the work environment and job performance of the librarians of the university libraries in Delta State Nigeria. The research objectives were: to assess the work environment of librarians in university libraries, to evaluate the level of job performance of the librarians in Delta State university libraries and to determine the effect of the work environment on the job performance of the librarians in university libraries. To achieve the objectives, three research questions were developed. The study was descriptive survey research design. The population consists of 10 university libraries in Delta State, Nigeria with 155 librarians as a whole population and a census method was adopted to cover the population. Data were gathered by a structured researcher-made questionnaire, namely Work Environment and Job Performance of Librarians in University Libraries Questionnaire" (WEJPLULQ), which had four parts namely socio-demographic information, work environment condition, job performance, and impact of work environment on job performance. A total of 155 questionnaires were given, from which 149 questionnaires were completed and useful for analysis, that is, 96% were returned. Data was analyzed descriptively with frequencies, percentages, mean and standard deviation and a criterion mean of 2.50 was used to make decisions. The results showed that the general condition of the work environment was favourable with an aggregate mean score of 3.22 which is higher than criterion mean of 2.50. The librarians mentioned that they had a safe and secure working environment, good cleanliness and hygiene, good communication with colleagues and supervisors, good library facilities and supportive

working conditions in particular. The study also showed that the work performance of librarians was satisfactory with the mean score of 2.77 in the aggregate. Librarians exhibited significant strengths in terms of being proactive, co-operative with colleagues, facilitating library programmes, enhancing library services, doing things under pressure, and achieving targets for the job. The study also revealed that the job environment positively affected the job performance of the librarians, having an overall mean of 2.73. Management support, teamwork, availability of library resources, ergonomic furniture, supportive working conditions and organized library environment were identified as some of the factors that would have a positive effect on effective job performance. The study found that overall, the job environment of librarians in university libraries in Delta State is favourable and can enhance their job performance, but constant monitoring and improvement efforts are needed to maintain favourable working conditions and mitigate the negative factors. The study recommended that the University management should maintain and improve library facilities, office space, furniture, electricity, ventilation and other library facilities, equipment and information and communication technology facilities, library management should improve supportive work practices through effective communication, teamwork, recognition of library workers, supervision and training, the working environment of the library should be assessed periodically and it is necessary to intervene in time to improve the library working environment.

Keywords: Work Environment, Job Performances, Librarians, University Libraries, Delta State, Nigeria**1. Introduction**

University libraries are an integral part of the development of higher education as they have information resources, facilities for learning, knowledge creation, teaching and research, professional services. Librarians play a key role in the provision of these services, in their work of selecting, acquiring, organizing, preserving and providing access to information resources and

and in their assistance of users in researching, being information literate, and accessing new information services. However, the evolving nature of academic librarianship has made the effectiveness of the academic librarians in achieving the educational and research goals of the academic institutions more important (Omotunde & Alegbeleye, 2021)^[17].

Job Performance refers to the extent to which workers are able to execute the duties they have been delegated to and help the organization achieve its goals. Librarians' performance in the university library context includes effective implementation of professional and administrative tasks, effective provision of library information, reference and information services, library resources management, user education, research assistance and utilization of appropriate technologies. The importance of effective performance is emphasized since librarians are expected to cater to students', lecturers'/researchers' rising information need in the present academic context which is characterized by information complexity (Omotunde & Alegbeleye, 2021)^[17].

Librarians' roles and duties may be affected by the circumstances of their service. The work environment is the physical, technological, organisational and interpersonal conditions under which employees execute their duties. In university libraries, the factors that can lead to such situations may range from the availability and sufficiency of office space, furniture, equipment, information and communication technologies, workload, communication patterns, leadership and supervisory practices, and relationship with colleagues and opportunities for professional development. All these conditions contribute to creating the context in which librarians use their knowledge, skills and professional competence (Esharefasa & Adeyeye, 2025)^[3].

The advancement of information technology has widened the demands of modern university libraries on their environment even more. Librarians find themselves having to work with electronic databases, digital repositories, online information systems, and other technology-supported services more and more. For these developments to take place, technological infrastructure needs to be functional and there must be ongoing opportunities for librarians to gain and advance new professional skills and knowledge that are relevant. The work environment is no longer defined by the physical aspects of the library, but by the technological and organizational resources (including virtual ones) that help librarians do their increasingly changing roles (Makinde et al., 2025)^[7].

The organizational context is also significant as librarians work in the context of communication, supervision, collaboration and professional development. A workplace filled with good staffing, good leadership, good communication and good opportunities for staff development can enable employees to use their skills and knowledge in their jobs. At the other end of the spectrum, however, physical constraints, organizational support, technology support, and professional development opportunities may be inadequate to enable effective performance of professional tasks (Esharefasa & Adeyeye, 2025)^[3].

In the Nigerian university context, these questions have become more pertinent than ever now as academic libraries evolve to keep pace with technology and changing demands for information and research service. Librarians must incorporate both conventional and new roles in library work and in providing services to digital resources, electronic services, research assistance and information literacy. The contexts in which these roles are carried out are thus an important part of the administration and human-resource management of the university library.

With this background in mind, the study seeks to investigate the relationship between the work environment and job performance of the librarians in the university libraries in Delta State, Nigeria. Knowing the environment of librarians' jobs and what it means to their job performance can be helpful when trying to make the work environment better, and improve the effectiveness of the librarians in their work and enhance the capacity of the university libraries to meet their educative, research and information-service roles.

1.2 Statement of the Problem

University libraries play an important role in teaching, learning and research through the provision of information resources and professional services to their users. While the librarians play key roles in these activities, their effectiveness in carrying them out could be affected by the circumstances in which they work. Limited technology, excessive workload, poor communication, poor management support and lack of professional development opportunities as well as poor library facilities may obstruct effective job performance (Makinde et al., 2025)^[7].

The changing nature of librarianship has also resulted in an increased need for physical, technological and organizational work environments conducive to librarianship. The librarians are more and more engaged in electronic resource management, digital information services, research support and development of information literacy skills of users. Thus, differences in the facilities, technological resources, administrative and general working conditions of the university libraries in Delta State can have effects on the performance of librarians.

While good working environment is essential for effective service in library, there is still need for a specific evidence to show the relationship between good working environment and job performance of librarians in Delta State University libraries, Nigeria. This void requires an evaluation of the current workplace and its connection to librarians' job performance. In this context, the study focuses on the relationship between the work environment and job performance of librarians in Delta state University libraries, Nigeria.

1.3 Objective of the Study

The study is guided with the following objectives:

1. To evaluate the work environment of librarians in university libraries
2. To determine the job performance of librarians in Delta State Universities Libraries
3. To assess the influence of work environment on the job performance of librarians in university libraries

1.4 Research Question

The following research questions were formulated to guide this study

1. What is the condition of the work environment of librarians in university libraries?
2. What is the current job performance level of librarians in Delta State University libraries?
3. To what extent does the work environment influence the job performance of librarians in university libraries?

2. Review of Related Literature

The review of related literature will focus on the work environment and job performance of librarians in university libraries in Delta State, Nigeria. The review will assess the key areas such as the condition of work environment of librarians in university libraries, the current job performance level of librarians in Delta State University Libraries and the extent of work environment influence on the job performance of librarians in university libraries.

2.1 Condition of Work Environment of Librarians in University Libraries

The work environment is defined as the physical, technological, interpersonal and organizational contexts in which librarians perform their work. In university libraries, they can be related to the appropriateness of office space, availability of furniture and equipment, access to ICT facilities and information resources, workload, communication, managerial support, staff recognition, collegial relationships and opportunities for professional development. An enabling workplace is essential to enable librarians to effectively carry out their duties, and lack of facilities and institutional support can hinder librarians' professional work and service provision effectiveness (Mohammed et al., 2022) ^[10].

The nature of the workplace has significant implications on the motivational and service delivery attitude of academic libraries staff in Ondo State, Nigeria, according to Quadri et al. (2024) ^[20]. A total of 140 library staff members were surveyed, of which 116 were used. They found that good working conditions fostered staff motivation and facilitated the provision of effective services. The study also identified appreciation and rewarding as important aspects of a positive workplace, which suggests that one aspect of the librarians' work environment is the amount of institutional recognition and support they receive.

In a similar vein, Ogungbenro (2023) ^[12], studied the impact of work environment on perceived organizational performance in private university libraries in the south west of Nigeria. The results showed that the overall conditions of the workplace were favorable and had a strong impact on organizational performance. The study, therefore, shows the importance of offering sufficient facilities, resources, and working environment to the library staff to help them achieve assigned duties and work to the goals of the institution.

In addition, Esharefasa and Adeyeye (2025) ^[3], investigated the work environment and the impact of organizational commitment amongst the tertiary institutions librarians in Lagos State, Nigeria. The researchers took into account aspects like rewards, expected outcomes, fairness, equity and reciprocity. Their results indicated that organizational

arrangements and employment relations have an influence on their workplace experiences besides physical resources. According to the study, fairness, recognition, appropriate rewards and supportive institutional relationships are important elements of a work environment that can encourage positive employee experiences.

Likewise, Ifijeh and Popoola (2025) ^[6], conducted a study on the relationship between work environment and job commitment among librarians in the sixteen (16) federal universities in Southern Nigeria with a population of 356 respondents. The researchers looked at physical and social components of the workplace, and found that it was generally favourable in social work and moderately satisfactory in physical terms. The results of these findings show that the physical conditions of the library are not enough to be a determining factor in the quality of the librarians' work environment, but also social interactions between colleagues, staff, and users of the library play an important role.

Moreover, Makinde et al. (2025) ^[7], examined the effect of work environment on research productivity of Librarians in Public University Libraries in South-West Nigeria. They assessed the physical, psychological and social aspects of the workplace, and identified some issues as being lacking such as resources, recognition and collaboration. It also found that work environment was a significant factor affecting research productivity which revealed that appropriate infrastructure, institutional support, recognition and professional interaction were important factors in supporting librarians' professional activities.

2.2 Current Job Performance Level of Librarians in Delta State University Libraries?

Job performance is a measure of how well librarians are able to do their job and how well they contribute to the goals of the library and university. In the context of university libraries, good performance can be demonstrated in terms of providing information services, managing and organizing of library resources, user services, research support, information literacy training, the use of digital technologies, good communication, collaboration and timely completion of tasks. A measure of the librarian's job performance is therefore necessary to determine the effectiveness of his/her performance in meeting his/her professional obligation (Omotunde et al, 2021) ^[17].

Pelemo and Adeleke (2024) ^[19], evaluated mentoring and job accomplishment of university librarians in South-West Nigeria. A total of 357 librarians were involved in the study and the job performance of the respondents was high. The results also showed that mentoring practices, such as professional guidance, career progression planning, and goals, were applicable to librarians' work experiences. Thus, the findings of the study substantiate the significance of professional support and professional development in enabling the academic librarians to perform effectively.

Likewise, Simisaye et al. (2024) ^[21], examined the relationship between motivation and the perceived job performance of the librarians in the university libraries of the South-West Nigeria. The study was conducted in 23 university libraries in six states and a total of 309 questionnaires were analyzed. The researchers indicated that the level of perceived job performance was high in job

specific activities, communication, personal discipline, effort and teamwork. The study also concluded that there exists a positive correlation between workplace factors and job performance in the sense that the factors investigated in this study could be related to the job performance of librarians.

Moreover, MemberTyopev et al. (2024), did a study on the upward mobility and job performance of female librarians in academic libraries of Benue State, Nigeria. This study included 96 female librarians and showed that educational levels and professional development were important factors correlated with job performance. This discovery highlights the role that career advancement and ongoing learning, professional development can play in building librarians' capacity to be effective.

Ogbomo and Idjai (2024) [11], found out how the use of milestone incentives affects the job performance of librarians in university libraries in Delta State. This study is particularly relevant to the current study because it took place in the same geographic area. The conclusions to which it leads call attention to the contribution that organizational incentives make to the work experience and performance of librarians in university libraries.

2.3 Work Environment Influence on Job Performance of Librarians in University Libraries

Work environment is the spectrum of physical, technological, administrative, social and psychological situations the librarian faces during the performance of his/her professional responsibilities. In university libraries, these include the availability and quality of working space, furniture, library resources, power, information and communication technologies, workload, supervisory practices, relationship with peers, recognition and professional growth. These working environments may influence the librarians' motivation, attention, collaboration, efficiency and ability to render effective professional services. In addition to this, with the growing use of electronic resources, digital library services, online research support and information-literacy programmes, the need for university libraries to provide adequate facilities and favourable working conditions is ever greater. Studies at university libraries in South-West Nigeria have demonstrated that the psychosocial factors in librarians' working environment can impact research productivity positively and significantly, and the conditions in the workplace are relevant to the professional outcomes (Adetayo et al., 2024) [2].

Oduola et al. (2024) [9], carried out an investigation of attitudes and job performance of library staff members in some selected Universities in Osun state, total of 92 questionnaire were administered with 88 retrieved and analysed. The results revealed high task and contextual performance among the respondents particularly in terms of task management and involvement in organizational activities. The study also gave a generally positive attitude from the library personnel and also showed recognition and supportive organizational practices as factors that should be considered in maintaining good performance. While environmental factors were not the primary factors explored, the results indicate that the organizational and social context

in which library staff works may have consequences on their ability to perform their work effectively.

Also, Zubairu and Oyekale (2021) [23], evaluated work environment and self-efficacy of the library staff of private universities in South-West Nigeria on work performance of the library staff. The researchers adopted descriptive survey design and proportionate random sampling technique in which 142 personnel were selected from a population of 226 library personnel in 31 private universities. Data were gathered using a questionnaire, and analysed using descriptive statistics, Pearson product-moment correlation and linear regression techniques at the 0.05 level of significance. The results revealed that respondents had a high performance in work, with mean score of 3.45 and work environment a generally conducive work environment with mean score of 3.04. The study also found that information work environment was statistically highly correlated with work performance ($r = 0.382$, $p < 0.05$). Regression analysis showed that the work environment was significant in predicting work performance ($\beta = 0.233$, $t = 3.898$, $p < 0.05$). The authors therefore underscored the need to create conducive working environment, promotion, better wages, sponsorship of training and career development to enhance the performance of librarians.

Similarly, Adetayo et al. (2024) [2] studied the association between the psychosocial environment of the Librarians and research productivity in Universities South-West Nigeria. The study was descriptive survey design and had 363 librarians as the respondents. The study revealed the overall psychosocial work environment was favorable and that there was a positive relationship between the psychosocial work environment and research productivity. An important issue highlighted in the study was the importance of having an appropriate work schedule to minimize occupational strain and facilitate professional activities. The results of this study show that the work environment is not limited to the physical aspects of the workplace, but also includes psychological and social aspects that could impact the effectiveness with which librarians use their knowledge and skills. Therefore, the present study takes into account the psychosocial factors of the work environment.

Furthermore, Adamu et al. (2023) [1], investigated the extent to which the work environment could predict the productivity of workers in the government science colleges of Niger State, Nigeria Libraries. A descriptive survey design and census method were used for the study of 45 librarians in four government science colleges. The data collected were presented in tabular and frequency form while percentage and mean statistics were used in analysing the data based on a decision criterion of 2.50. The results showed that the current work environment was largely negatively oriented for personnel productivity while some aspects of security and safety were identified as conditions conducive to better productivity. The study also found that opportunities for staff involvement in conferences, workshops, seminars and further education were considered to be important measures to improve the productivity of staff. The researchers hence recommended the rehabilitation and improvement of library facilities and working conditions to facilitate effective library service and to increase the productivity of the library personnel.

Esiere (2024), investigated the relationship between occupational frustration and job performance of librarians in six academic libraries in the state of Akwa Ibom, Nigeria with a correlational research design and 107 librarians. The study took into account several factors such as adverse working condition, bad motivation and their relationship with job performance in the context of the librarians. The results were inconsistent with studies that found that positive work factors of the employees affected job performance, because neither having a negative work environment nor being poorly motivated was associated with job performance at the study site. The researcher suggested, however, that working conditions be improved, that there be better communication, more collaboration and better stress management, and that more money be allocated to the librarians in spite of this finding. The study offers a useful contrasting finding and suggests the impact of work environment on performance could be related to the nature of the institutional setting, dimensions of the workplace, and a number of other factors involved in librarians' professional work.

More so, technological resources are becoming a larger part of today's university library workplace. Omali and Echedom (2024) [13], studied the relationship between electronic information resources and job performance of librarians in federal University libraries in North-Central Nigeria. The number of respondents of this study was 175 librarians in eight (8) federal universities using correlational research design. The results showed that there were significant relationships between librarians' job performance and access to digital reference resources, and between the job performance of librarians and access to institutional repository resources. The findings indicate that proper technological and electronic information resources play a supporting role to librarians in delivering information services, facilitating access to scholarly information, institutionalization of information and in satisfying informational needs of users.

3. Methodology

The descriptive survey research design was used for this study to examine the relationship between work environment and job performance of the Librarians in the University libraries of Delta State, Nigeria. The design was found to be appropriate as it allows the researcher to get the information needed that is relevant in the area of study – existing situation, experiences and perceptions without the need to manipulate the variables of interest. It also offers a right-to-means way to explore the physical, technological and organizational characteristics of the job environment and evaluate the extent of job performance of librarians in their natural work environment, the University library. The appropriateness of the design is supported by Ango and Akporhonor (2024) who used descriptive survey design in a study of librarians in university libraries in north-central Nigeria, using a questionnaire to collect data from 301 librarians. Thus, a descriptive survey design was found to be suitable in collecting and analyzing the data needed to study the job performance of university librarians and the relationship between the job performance and the work environment in Delta State university libraries. The population for the study comprises of 155 librarians in the

10 University libraries in Delta state, Nigeria. A structured questionnaires prepared by the researcher was the main tool used for data collection in this study. The questionnaire "Work Environment and Job Performance of Librarians in University Libraries" (WEJPLULQ) was designed to collect information for four (4) sections:

Section A: Socio-Demographic information of the respondent

Section B: Condition of the work environment of librarians in university Libraries

Section C: The performance level of librarians in Delta State University Libraries

Section D; Work environment influence on the job performance of librarians in university libraries.

The questionnaire was designed to get comprehensive data for a detailed analysis of the relationship between the work environment and the job performance. The data obtained from the survey were analysed by descriptive statistical tools in the form of frequency, percentage, mean and standard deviation. These tools were selected because of the descriptive nature of the research, describing, summarizing and presenting the data in an understandable format. A criterion mean of 2.50 was used to determine the acceptance or rejection of responses. A mean score of 2.50 or higher was regarded as making a positive outcome (desired result) and a mean score of less than 2.50 was regarded as making a negative outcome (undesired result). The application of these statistical tools helped explain the effect of work environment and job performance of librarians in university libraries of Delta State.

4. Result

The findings from the analysed data obtained from the research questions are presented as follows.

Questionnaire Response Rate

The purpose of this section of this research is to answer the question of response rate of questionnaires as shown in Table 4.1.

Table 4.1: Response rate for the questionnaire

Copies of the Questionnaire Administered	Copies of the Questionnaire Returned and Useful	Percentage
155	149	96%

Table 4.1 reveals that out of 155 questionnaires distributed 149 were filled, and the 149 copies were helpful for conducting the study. The 96% response rate in the study is considered adequate.

Research Question One: What is the condition of the work environment of librarians in university libraries?

Table 4.2: Condition of the Work Environment of Librarians in University Libraries

Statement	SA	A	D	SD	$\bar{x}$
Library physical facilities (lighting, air circulation, etc.) promote productive work in a library.	71	42	13	23	3.08
I believe that my work area is organized and efficient	73	27	29	20	3.03
There is a positive and supportive work atmosphere in the library	55	73	9	12	3.15

Communication with colleagues and supervisor in the workplace is effective	65	69	10	5	3.30
feel safe and secure in my library work environment	74	68	3	4	3.42
The cleanliness and hygiene in the library is adequate	85	43	12	9	3.37
The library's facilities (e.g., internet, computers, printers) are functional and meet my job needs	75	47	7	20	3.19
The Library has adequate furniture to provide ergonomic work stations and chairs	68	55	13	13	3.19
I have the proper equipment and tools to do my job well	60	65	7	17	3.13
The Library is well ventilated and has proper light so that working conditions are comfortable	70	60	13	6	3.30
N 149 Criterion Mean = 2.50 Aggregate Mean 3.22					

As indicated in Table 4.2, the overall mean of 3.22 exceeds the criterion mean of 2.50, thus reflecting a positive attitude of Librarians on their work environment. The data in the table specifically showed that librarians' working environment is the most secure ($\bar{x} = 3.42$), followed by cleanliness and hygiene of the working environment ($\bar{x} = 3.37$). Colleague and supervisor communication and comfortable physical conditions both rated 3.30 which represents good communication and comfortable physical conditions. Other facilities like the internet use ($\bar{x} = 3.19$), ergonomic furnishings ($\bar{x} = 3.19$) and access to necessary tools and equipment ($\bar{x} = 3.13$) were also given positive ratings. In addition, librarians are satisfied with the supportive work atmosphere ($\bar{x} = 3.15$), physical work conditions such as lighting and ventilation ($\bar{x} = 3.08$), and organization of space ($\bar{x} = 3.03$), which are all above the criterion mean values and suggest a positive and conducive work environment generally.

Research Question Two: What is the current job performance level of librarians in Delta State University libraries?

Table 4.3: Level of Job Performance of Librarians in University Libraries

Statement	VHL	VLL	VLL	VLL	$\bar{x}$
I am good at organising and carrying out library programmes effectively	54	51	21	23	2.91
I keep up-to-date records of what happens at the library and in library transactions.	23	69	22	35	2.54
I take an active part in enhancing library services and programmes	49	48	11	41	2.70
I show initiative in addressing library related issues	59	49	28	13	3.03
I can work under pressure and meet deadlines	38	61	27	23	2.79
I can work well with my team members to achieve the library's goals	65	43	12	29	2.97
I am able to offer timely help to Library users	38	59	11	41	2.63
I am always achieving the goals and objectives of my job performance	47	47	20	35	2.71
I efficiently manage library resources and materials	47	47	12	43	2.66
I complete my assigned tasks on time	50	47	11	63	2.78

N 149 Criterion Mean = 2.50 Aggregate Mean = 2.77

From the data presented in Table 4.3, it can be seen that the job performance of the librarians in university libraries is in general above the criterion mean of 2.50. Overall, the aggregate mean of 2.77 indicates satisfactory performance, although there are areas of strength and weakness. Librarians are especially good at being initiative takers ($\bar{x} = 3.03$), and are closely followed by working collaboratively with colleagues ($\bar{x} = 2.97$). They also are useful in organizing and conducting library programmes ($\bar{x} = 2.91$) and help improve library services ($\bar{x} = 2.70$). They are also able to work well under pressure and on time (all $\bar{x} = 2.79$), and meet job performance targets and library resource management efficiency standards (both $\bar{x} = 2.71$). These findings indicate that in some areas there is still room for improvement, while the librarians excel in areas of initiative, team work, and program management.

Research Question Three: To what extent does work environment influence the job performance of librarians in university libraries?

Table 4.4: Extent to which Work Environment Influence the Job Performance of Librarians in University Libraries

Statement	SA	A	D	SD	$\bar{x}$
The work environment encourages me to do more than my job requires	33	33	23	70	2.06
The availability of appropriate library resources, such as books, journals, databases, etc., contributes to my capacity to service user needs.	34	74	13	28	2.77
My job performance is improved by the management's support in dealing with challenges at work	55	49	13	32	2.85
The ergonomic design of furniture and workspace has a positive impact on my work productivity	57	39	11	42	2.74
I can meet deadlines and targets due to the supportive work environment	47	70	9	23	2.95
The work environment encourages teamwork with others, leading to better performance in my job	43	68	10	28	2.85
The amount of noise and distraction in the library does not impact my job performance	33	48	12	55	2.38
A well maintained organized library environment improves my duty functioning ability	30	62	15	42	2.54
Using modern technology and tools makes my job more efficient	33	58	9	49	2.50
N 149 Criterion Mean = 2.50 Aggregate Mean = 2.73					

The results show that the influence of work environment on job performance of the librarians in university libraries is favorable as reflected in the aggregate mean of 2.73 which is higher than the criterion mean of 2.50. The supportive work environment ($\bar{x} = 2.95$) however, indicates that the work environment influence the job performance of librarians in university libraries in meeting the deadlines and targets. This means that librarians have a great need for a well-organized and supportive environment to run their time and tasks efficiently. Job performance also is positively associated with management support in addressing work-

related challenges ($\bar{x} = 2.85$) and promotion of collaboration with colleagues ($\bar{x} = 2.85$), indicating that teamwork and managerial support are important factors in job performance. The availability of relevant resources like books, journals and databases also contributes to the user needs of librarians ($\bar{x} = 2.77$). Besides that ergonomic furniture and setups have a positive impact on work productivity ($\bar{x} = 2.74$), emphasizing the need for physical comfort in the work environment. The physical working environment such as office space and arrangement of office space and library also has a positive effect on performance ($\bar{x} = 2.69$). The other two criteria, a well maintained and well organised library environment (2.54) and the availability of modern technology and resources (2.50) are also generally satisfactory but have some scope for improvement.

5. Discussion of Findings

This study discuss the findings according to research questions that were raised.

5.1 Condition of the Work Environment of Librarians in University Libraries

Data in table 4.2 reveals that librarians in university libraries had a positive attitude on their work environment. This findings aligns with Quadri et al. (2024) [20], which revealed that when the working conditions in academic libraries were good, the motivation of library staff is boosted and service delivery was done effectively. The finding also confirms Otuza and Umahi (2023) [18] who studied the effect of work environment on librarians' perception of cataloguing and classification in University libraries, Ogun State, Nigeria. They conducted their study, which included academic librarians from 14 universities, and found that the work environment did have an effect on how the librarians felt about the activities of cataloguing and classification. The discovery indicates that the context in which librarians work can influence their professional experiences and involvement in core library duties.

5.2 Level of Job Performance of Librarians in University Libraries

The data in table 4.3 indicates that librarians in universities libraries in Delta State had satisfactory performance in their job, although there are areas of strength and weakness. The current finding is also supported by Omotunde (2022) [16] who studied the relationship between self-efficacy and job performance amongst Librarians in University Libraries in the South-West Nigeria. The study was conducted with 364 librarians, with 277 of which the data were usable, and it was found that the self-efficacy of the librarians was high (68.4%). The study results indicated that even though there was no statistically significant relationship between self-efficacy and job performance, they highlighted that institutional support is important for job performance. The finding also corroborates that of Urhefe-Okotie and Ojeabulu (2023) which examined library services as determinants of job performance among librarians in federal universities in South-South Nigeria. They study job performance of the 90 librarians from 6 federal universities and determined the role of various library services in the job performance of librarians. The results proved that the provision and effective delivery of library services was

related to the performance of librarians, which supports the current result that the overall performance of the librarians was satisfactory, but it may vary from one part of library work to another.

The result concurred with Etuk (2023) [5] who reviewed smart technologies and job performance of librarians in University libraries in Lagos and Ogun States of South-West Nigeria. The study also noted that in spite of the availability of smart technologies in university libraries, there were still some cases of delay and loss of job performance, which shows that overall, the utilisation of the technological resources available to the libraries influenced the performance of the librarians.

Also, Ojobo and Udofot (2023) [15] discovered that formal training had a significant effect on job performance of librarians staff in university libraries in Makurdi metropolis, Benue state. The respondents in their study were 136, and they found that formal training affected the working abilities and behavior of the employee, which led to an improvement in their job performance. This finding also corroborates the present finding that good performance of the librarians could be enhanced with proper professional training and development.

5.3 Extent to which Work Environment Influence the Job Performance of Librarians in University Libraries

The data table 4.4 show that the influence of work environment on job performance of the librarians in university libraries in Delta State is favorable.

This finding is supported by Omeluzor and Ojukwu (2026) [14] who examined the factors of the work environment affecting librarians' job performance and productivity in selected university libraries in Nigeria. The study focused on librarians in the six geopolitical zones and explored the factors that impact job performance and productivity in the workplace. The finding supports the present study due to its empirical nature, which shows that work conditions in the library play an important role in the effectiveness of the work of a librarian. This similarity is due to the fact that both studies were carried out in the Nigerian University Library Environments where good facilities, conducive working conditions and adequate organizational arrangement are vital for good service delivery and professional performance.

Likewise, it is in line with Omali & Echedom (2024) [13] who found that positive workplace conditions positively influenced librarians' job performance, indicating that the proper workplace facilities, resources and organisational support can help librarians effectively carry out their job responsibilities.

The finding also corroborates with Mohammed et al. (2025) who reported that environmental factors positively correlate with librarians' job performance in the federal universities in the North-Central Nigeria. They went on to report that a favorable work environment was linked to better job performance, matching the current results that good working conditions can positively affect the effectiveness of librarians..

6. Conclusion

Based on the output of the study, it was concluded that librarians in university libraries in Delta State, Nigeria have

generally favorable working environment which positively influence their job performance. The results show that librarians feel positive about their workplace and the results of their performance are satisfactory. Overall, the positive relationship between work environment and job performance indicates that the physical environment, work environment, communication, access to resources and organisation practices are important to facilitate librarians in the effective discharge of their professional duties. The overall work environment was rated as favourable, but ongoing monitoring is needed to maintain the positive aspects and mitigate potential work environment stressors that could hinder maximal performance. Hence, the management and provision of a conducive working environment is an important measure that should be considered by the university authorities and library managers to maintain the productivity of librarians, service delivery and effectiveness of University libraries in Delta State.

7. Recommendation

The following was recommended based on the findings of the study

1. University management shall maintain and develop the current good working atmosphere in the university library through providing and maintaining appropriate office space, furniture, electricity, ventilation, library equipment, information and communication technology facilities and other main resources in the workplace that is essential for working effectively.
2. The management of university libraries needs to promote supportive work practices by communicating, team working, frequent staff appreciation and affirmation, appropriate supervision and ongoing staff development. These measures can help sustain librarians' positive work experiences and further enhance their job performance.
3. Library management should have the processes of periodic assessment of the work environment and the job performance of librarians through giving feedback to staff, inspecting the workplace, and conducting job performance review. The outcomes should be used to determine areas that need improvement, as well as to take timely interventions that will maintain and support good working conditions in the library and promote efficient and effective library service delivery.

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