

Impact of remuneration and work environment on librarian's job performance in public libraries in Akwa Ibom and Cross River States

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Received 24th July, 2020; Accepted 11th August, 2020

ABSTRACT: This study was to determine the impact of remuneration and work environment on librarian's job performance in public libraries in Akwa Ibom and Cross River States. Two purposes of the study, and two research questions were formulated. The correlational research design was used for the study. The population of the study consisted of 98 librarians drawn from public libraries in Akwa Ibom and Cross River States. Fifty-nine (59) librarians constituted the sample size using Pearson Product Moment Correlation (PPMC). Questionnaire was used to collect data for the study. Data collected were analysed using Pearson Product Moment Correlation to answer the research questions. The findings from the data analysis showed that the remuneration and work environment have significant influence on librarians' job performances in public libraries in Akwa Ibom and Cross River States. Based on the findings, it was showed that remuneration and work environment determine librarian's job performance in public libraries in Akwa Ibom and Cross River States. The study recommended that Governments and management of public libraries should provide good salary packages and additional incentives in order to encourage librarians to be committed and dedicated to their required duties. Also, Government should provide librarians with conducive work environment so that they will be committed and dedicated to their duties effectively and efficiently, and this would facilitate higher productivity.

Keywords: Akwa Ibom, Cross River, job performance, librarian, public libraries, remuneration, work environment.

INTRODUCTION

Public libraries in Nigeria have been making significant role and contribution to the official of their parent institutions. These officials are learning, research and community services geared towards economic, social and political development of the country. A library is a place where individuals access information and ideas. Libraries are not to be regarded just as a place for reading, according to Rubin (2010), they exist in many countries across the world and are often considered an essential part of having an educated and literate population. The benefits of public libraries are wide ranging and encompass the value delivered to library users directly and indirectly including:

1. The services and programs made available to users by public libraries.

2. The social interaction facilitated in public libraries.
3. The sense of place and enhanced local amenity afforded by libraries.
4. Environmental savings generated through continued re-use of library collections.
5. Public library contributions to language and computer literacy, and.
6. Public library facilitation of improved education, career development and health outcomes.

Non-users of public libraries also gain benefits from public library services. These include the value non-users place on having the option to use public libraries in future, as well as the value of knowing that public libraries exist for others to use, both now and in future.

The remuneration attached to a job is an important determi-

nant factor of performance. This simply is the wage or salary received by an employee in commensuration with the work done. The importance of remuneration as a determinant factor of work performance is revealed in physiological needs of Abraham Maslow's Hierarchy of Needs, which states that, money is needed in the provision of the basic needs of man such as; food, shelter and clothing, and as such, the perception of the public librarians towards remuneration may motivates their work efficiency and performance. Thus, Abraham Maslow's Hierarchy of Needs is being affirmed by Sinclair et al. (2005) confirming that, money has the power to attract, retain and motivate individuals towards higher performance.

The environment in which a job is performed is another important factor that determines the level of employees' performance. Environments influence the physical, psychological and social attributes of employees and this in turn affects their output. The influential factors include; environmental pollution (e.g. noise, polluted air, heat), fundamental nature of the jobs (e.g. workload, task, complexities). These non-conducive environments may have influence on job performances of library staff. Environment may encourage library staff to be punctual, dedicated to duties and exercise their utmost performance, thus, environment provides the motivation to sustain them throughout their working hours.

Job performance can be defined as working effectiveness by an employee in carrying out an assigned task. Gome-Mejia et al. (2007) asserted that job performance is the quality and quantity of work performed as well as the interpersonal effectiveness. Similarly, Fletcher (2014) opined that job performance is the overall task execution carried out by employees. Job performance, according to Johari and Yahya (2009), has become one of the significant indicators in managing organizational performance. They opined that a growing emphasis has been given on employee's job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness.

Statement of the problem

Absolutely requisite of public libraries lies on their management obligation to provide and make available information to all categories of people freely and with ease of access. The needs for public libraries are premised on the importance of increased access to timely, accurate, relevant, reliable and current information which are considered to be a significant factor in the physiological, psychological, social development, technological and intellectual development of the people. Librarians in public libraries are assigned with obligatory concern of ensuring that the objectives of the library are met as they constitute the key resource to the justification of the existence of the library as information providers.

Despite the significance of public libraries and librarians

to creating access to relevant information resources, there has been outcry on the poor work performance of librarians in public libraries. Study by Oyegunle (2013) have shown that librarians in public libraries in absence of the required motivational indices will performs poorly in exercising of their duties and this affects public library users. The question is: what causes the poor work performance by librarians in public libraries? Are there no motivational strategies being put in places to inspire them to better work performance? Could it be that remuneration and work environment provided is not adequate enough to ensure effective and efficient job performance?

It is based on this background that this study is carried out to determine the relationship that exist between remuneration, work environment and librarian's job performance in public libraries in Akwa Ibom and Cross River State.

Purpose of the Study

The general purpose of this study was to determine the relationship that exists between remuneration, work environment and librarian's job performance in public libraries in Akwa Ibom and Cross River States. The specific objectives were to:

1. Determine the relationship between remuneration and librarian's job performance of public libraries in Akwa Ibom and Cross River States.
2. Determine the relationship between work environment and librarian's job performance of public libraries in Akwa Ibom and Cross River States.

Research questions

1. What is the relationship between remuneration and librarian's job performance of public libraries in Akwa Ibom and Cross River States?
2. What is the relationship between work environment and librarian's job performance of public libraries in Akwa Ibom and Cross River States?

LITERATURE REVIEW

Remuneration and Librarian's job performance

Remuneration is defined as the reward for employment in the form of pay, salary, wage, including allowances, benefits (such as car, medical plan, pension plan, etc.), bonuses, cash incentives, and monetary value of the noncash incentives (Business Dictionary, 2017). This definition is in line with the statement of Murray (2017) that remuneration also has a broader meaning as base salary or pay plus bonuses, commissions, and other payments or benefits paid to an employee under employment terms.

For the employer too, employee remuneration is significant because of its contribution to the cost of production. Besides, many battles (in the form of strike and lock outs) are fought between the employer and the employees on issue relating to wages or bonus. Cascio (2003) opined that because of the importance that compensation holds for people's lifestyle and self-esteem, librarians are very concerned about what they are paid – a fair and competitive wage, while libraries management are also concerned about what they pay because it motivates important decisions of employees about taking a job, leaving a job and on the job performance.

Sinclair et al. (2005) averred that, money has the power to attract, retain and motivate individual to greater performance. Similarly, Essien (2002) asserted that a good and adequate remuneration is needed to attract sufficient and suitable employees, retain employees who are satisfactory and also to reward employees for effort, loyalty, experience and achievement. Also, Igbokwe (2011) asserted that money satisfies despite the fact that people have a sentimental attachment to it as money can be seen as a symbol of achievement, success and status and above all, with money gotten from work performed, employees are able to maintain their families or to meet their physiological needs. Money has been recognized as an all-round motivational strategy having been recognized by Fredrick Taylor and his scientific management in 1909 that identified money as the most important factor in motivating library staff to achieve greater productivity. Nwachukwu (1998) affirmed that researches and studies have proved that money and payments are important to employees relative to other motivators as earning a lot of money is an advantage for pushing toward motivation. As further stated by the author, when employees are satisfied financially, they are motivated at work and they work hard.

Sule et al. (2015) in their study on wages and salaries, sees them as motivational tool for enhancing library performance in Nigeria. Their research revealed that, financial aspects like payments, allowances, salaries and bonuses increases employee's productivity positively. The authors further concluded that financial aspects and payments have the largest effect on employee's productivity. Also, Igbokwe (2011) in his study on job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria, revealed that remuneration constitute an important determinant of job performance. This is equally supported by Lampitey et al. (2013) in their research study on motivation and performance of library staff in public universities in Ghana, revealed that good remuneration increases the commitment and dedication of staff to work which in turn translates into job performance. Anthony (2012) and Ntui et al. (2014) in their separate studies on motivation and performance also proved that there is a positive strong relationship between remuneration and job performance of employees as low monthly salaries reduce morals for high performance.

Work environment and librarian's job performance

Work environment is described as anything that exists around the employee and that can affect individual's duties performance. According to Al-Omari and Okasheh (2017), working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. Also, Mayowa-Adebara and Aina (2016) opined that, work environment comprises the totality of forces, actions and other factors that can affect employee's activities and performance as it constitutes the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work.

The work environment of any organization or institution according to Amusa (2013) generally comprises of three sub-environments which include: technical, human and organizational environments. Technical environment comprises tools, equipment, infrastructure and other technical elements; human environment comprises peers, and colleagues with whom employees relates, team and work group, interactions, leadership and management; while organizational environment on the other hand includes systems, procedures, practices, values and philosophies. Work environment includes the physical, psychological and social aspects that make up the working condition. The authors further expatiated that some attributes of work environment include: workload, task complexity, apparent and open communication, the stability of work-life, impartiality and consistency. Hence, the entirety of these environments has an influence on the organizational commitment of librarians which in turn affects their job performance.

Work environment constitutes one of the most important factors that contribute to improving the commitment and dedication of employees to the achievement of library goals in today's contemporary world (Mayowa-Adebara and Aina, 2016). As indicated by Nitisemito (2001) cited in Al-Omari and Okasheh (2017), some of the factors that influences the workplace include; cleanliness, water, lighting, colouring, security and music. Many work environment studies have shown that workers are satisfied with reference to specific work environment features. These features preferred by users significantly contribute to their workspace satisfaction and performance. Those features include ventilation rates, lighting, access to natural light and acoustic environment. A study by Badayai (2012), Akinyele (2010) Chaddha et al. (2011) showed that job performance is dependent on the congeniality of the environment.

Air factor

The air in the work environment especially its component can play a considerable function in relation to work behaviour. Indoor air quality is very significant to health,

comfort, and job performance among employees. Indoor contamination levels frequently open air levels whereby most at time workers might spend up to 90% of time indoors are unfriendly work environment. Pollutants such as odour and dust can cause critical discomfort and feelings of unwillingness that may lead to a reduction in productivity and job performance.

Temperature factor

Good room temperature increases productivity and reduces stress in workers, as it plays notable role in work environment. Effective temperature indicates how hot or cold the environment is and really makes one feel. High temperatures can affect employee's performance. It can also have a direct impact on health and could lead to heat stress and heat exhaustion.

Sound factor

Noise defined as unwanted sound, is the most common complaint in offices and workplaces. Many researchers indicate that exposing employees to noisy places can affect their job performance. It has been confirmed that exposure to high levels of sound may lead to several diseases such as cardiovascular disease, endocrine and digestive reactions, particularly in complex jobs and not in simple jobs. Organisations today tend to use an open-office design to increase teamwork, productivity, and communication. However, researchers' studies indicate that these open interactive spaces boost noise in workplaces. Noise can affect task performance of office workers. It is equally revealed that assignments that need reading for comprehension are the most sensible subjects to noise. Noise can distract office workers more likely when workers do not have control of the noise source and it is unpredictable. Some raised noise in workplaces are caused by common office equipment, for example, PCs, printers, phones, copiers, heating and air conditioning units and conversations of office workers as well as individuals arriving/departing, keyboard sounds, and ventilation equipment.

Light and colour factor

Regardless of fit out design or building type, daylight is considered to be the number one wanted natural feature in workplaces as researchers always concludes that exposure to natural light in an office space impacts employees' quality of life. The amount of light needed in a workplace depends on the kind of tasks being performed, either outdoors or indoors, or when they are performed, in the day, or at night. Consequently, it will either increase or decrease the performance. Inconvenient lighting is a

source of distress, thus leading to poor job performance. This will be experienced when the employee is exposed to uncomfortable working environment in which there is a high glare, or dimmed bulb, or lack of natural light in the office. The brightness of office light influences concentration, alertness, and task performance. Modifying the quality and nature of light can appreciably enhance working experience and productivity. Also, colour has been found to increase productivity and performance, and also raises employees' spirits. It plays a role in workplaces by simply providing a pleasant working environment. Mental reviews have showed that colours can impact individuals' mood and stimulate feelings. Cool colours might awaken unhappy and depressive feelings, while warm colours generally motivate a warming and positive emotion.

Space factor

The actual physical layout of an office is highly important when it comes to maximizing productivity among employees. Nowadays, work environments support new ways of working and flexible workplaces which displays ease of communication and interpersonal access contrasted with fully enclosed private offices, and this change to open plan office has boosted employee's productivity paralleled to closed office spaces. The individual workstation that is too crowded and restricted, will lead to stress, pressure and other psychological effects. An individual employee may feel unstable and have lack of freedom and motivation, on the short-run; it may lead to a very stressful environment, which decreases the quality of job performance.

In modern organizational setting, work environment is constantly changing differently and in diverse ways. Library staffs are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where library need its employees more than the employees need librarians. Designing a better and higher performing work environment requires consciousness of how library can affect peoples' attitude and how it can enable them to perform optimally. Librarians work individually and interact with others, and this requires different library solution. The structure and arrangement of the work environs can affect employees' feelings, their commitment as well as goals of the library. Environmental factors have to do with authority, autonomy, relationship with directors and librarians and other working conditions that are present in the performance of a duty.

The productivity of employees is determined by the environment in which they work. The work or environment can impede or enhance the productivity of librarians whose jobs require comfortable, conducive, and congenial environments. Working environment is likely to dampened employee's moral, and as a consequence, contributes less

to the total organizational output. The environment is made up of a range of factors, including library culture, management styles, hierarchies and human resources policies. Work environment involves all the aspects which act and react on the body and mind of an employee. Management needs to study the physical, mental and social environment where employees work together in order to better effectiveness and increase productivity.

The work environment can be described as the location in which people work and it incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job (e.g. workload, task, complexity), in library aspect, extensive library features (e.g. culture, history) and even extra library background (e.g. library setting and workers relation). If the work environment is congenial; fatigue, monotony and boredom will be minimized and work performance can be maximized. A positive work environment makes librarians feel good about coming to work, and this provides the motivation to sustain them throughout the day. A positive work environment has the capacity to improve efficiency and instill positive attitudes among librarians.

Amusa et al. (2013) conducted a study on work environment and job performance. They found out that the availability of physical facilities such as academic library tools and equipment motivates librarians to perform well in the discharge of their duties. Similarly, Kiruja and Elegwa (2013) in their investigation of the effect of motivation on employee performance, revealed that if the work environment of staff were not conducive for the employees, it would have impeded their morale for high job performance. Also, Mayowa-Adebara and Aina (2016) in their study to ascertain the extent to which work environment correlates with organizational commitment established that, work environment with particular reference to physical comfort, task orientation, supervisors' support and work pressure constitutes importance to commitment of librarian which in turn translates into effective job performance.

METHODOLOGY

This study adopted survey research design, because it determines the extent or degree of the relationship that exist between two or more variables and a major variable under consideration. The population of the study comprises of 98 librarians. The total number of librarians in Akwa Ibom State public library is 54, while the total number of librarians in Cross River State public library is 44. (Sources: Office of the Directors, State Library Board, Akwa Ibom and Cross River States). The sample size for the study was 59 librarians selected using non-probability sampling technique because the researcher is interested in obtaining a sufficient number of elements to satisfy limited research objectives. Questionnaire was the instrument used for the study. The research instrument

was validated by using content validation method. This was done by given copies of the instrument with the research questions to three experts for scrutiny of the instrument. The reliability of the instrument was tested and ascertained using the internal consistency method. Out of all 98 copies of the instrument that was administered to all the librarians, 59 copies were retrieved. The Data collected were analyzed using Pearson Product Moment Correlation Coefficient and was also used to answer the research questions.

RESULTS

Research question 1: What is the relationship between remuneration and librarian's job performance in public libraries in Akwa Ibom and Cross River States?

Pearson Product Moment Correlation Coefficient (r) was used in answering this research question. Table 1 shows the r for the nature of the relationship between the two variables and r^2 for the determination of extent of prediction of remuneration on librarian's job performance. The r – value of 0.530 indicates a positive average relationship between the two variables. The calculated r^2 of 0.281 which is the coefficient of determination indicates that 28.1% of variance in librarian's job performance is predicted or explained by remuneration.

Research question 2: What is the relationship between work environment and librarian's job performance in public libraries in Akwa Ibom and Cross River States?

Pearson Product Moment Correlation Coefficient (r) was used in answering this research question. Table 2 shows the r for the nature of the relationship between the two variables and r^2 for the determination of extent of prediction of work environment on librarian's job performance. The r – value of 0.540 indicates a positive average relationship between the two variables. The calculated r^2 of 0.292 which is the coefficient of determination indicates that 29.2% of variance in librarian's job performance is predicted or explained by their work environment.

DISCUSSION

The result of the analysis of the relationship between remuneration and librarian's job performance in public libraries in Akwa Ibom and Cross River States revealed that there is significant relationship between remuneration and librarian's job performance in these two States public libraries. This result is positive in view of the fact that once workers are satisfied with their remuneration, they will be motivated for effective job performance. Also, if their

Table 1. Nature of relationship between remuneration and librarian's job performance.

Variables	r	r ²	Contribution
Remuneration (x)	0.530	0.281	28.1%
Librarian's job performance (y)			

Table 2. Nature of relationship between work environment and librarian's job performance.

Variables	r	r ²	Contribution
Work environment (x)	0.540	0.292	29.2%
Librarian's job performance (y)			

remunerations are not adequate, they might not put in their best and this might affect their job performance. This finding supports Essien (2002), who observed that a good and adequate remuneration is needed to attract sufficient and suitable employees, retain employees who are satisfactory and also to reward employees for effort, loyalty, experience and achievement. The findings also support Igbokwe (2011) who clarified that remuneration constitute an important determinant of job performance. This finding result supports Sule et al. (2015), who spelt out that wages and salaries are tools for enhancing library performance.

The result of the analysis of the relationship between work environment and public librarian's job performance in public libraries in Akwa Ibom and Cross River States revealed that there is significant relationship between work environment and librarian's job performance in public libraries in Akwa Ibom and Cross River States. This finding is positive in view of the fact that when an employee is employed to work in a conducive environment, he/she will likely be effective. The findings support Amusa and Olabisi (2013) who affirmed that employers who pays 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. The findings confirm that of Amusa et al. (2013), who stated that the availability of physical facilities such as academic library tools and equipment enhances librarians to perform well in the discharge of their duties. The findings also support Mayowa-Adebara and Aina (2016), who observed that work environment constitutes one of the most important factors that contributes to improving the commitment and dedication of the employee to the achievement of library goals in today's contemporary world.

The findings further corroborate that of Mayowa-Adebara and Aina (2016) who established that the work environment with particular reference to physical comfort, task orientation, supervisors' support and work pressure constitute an importance to the library commitment of librarian which in turn translates into effective job performance.

Conclusion

Based on the findings of the study, it was concluded that there is a relationship between remuneration and work environment on librarian's job performance of public libraries in Akwa Ibom and Cross River States.

Recommendation

Based on the findings of the study, the following recommendations were made:

1. Government and management of public libraries should provide a good salary package and other incentives so as to motivate librarians to be committed and dedicated to their required duties.
2. There should be improvement in the levels of facilities available in the libraries, personnel emoluments, open communication as wells as adequate funding from the government so as to ensure effective performance of librarians.

CONFLICTS OF INTEREST

The authors declare that they have no conflict of interest.

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