

Correlates of Work Environment as Determinants of Teacher Librarians' Productivity in Model Secondary School Libraries in Niger State, Nigeria

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Abstract

This study aimed to examine the relationship between work environment and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria based on five dimensions of the work environment. Six research hypotheses guided the study in line with the objectives. The study adopted a survey method of the correlational type. The study population comprised thirty-one (31) teacher librarians using a total enumeration method due to the small number of the population. A close-ended structured questionnaire was adapted, and modified to fit this study was used for data collection. Data were analysed using Spearman's rho rank correlation analysis with sample of 31 and degree of freedom as 29 and significant at $p=0.000$. Findings revealed that the physical work environment had a weak and positive significant relationship with productivity as $r_s=0.315$, administrator support had positive and weak significant relationship with productivity as $r_s=0.332$, security and safety of the work had a moderate and positive significant relationship with productivity as $r_s=0.512$, library working hours had a strong and positive significant relationship with productivity as $r_s=0.712$ and working relationship with colleagues had a moderate and positive significant relationship with productivity as $r_s=0.515$. The study concludes that there is a significant relationship between all the dimensions of the work environment and the productivity of teacher librarians. The study recommended that the management of model secondary schools in Niger State, Nigeria should make the working environment more conducive for effective teaching and learning as these would help to enhance the productivity of teacher librarians.

Keywords: Model Secondary School Libraries, Productivity, Teacher Librarians, Work Environment, Niger State, Nigeria.

Introduction

School libraries are indispensable entities that exist to support primary and secondary institutions of learning to achieve their vision and mission by using their information resources for individual intellectual development. School libraries and their monographs are one of those resources that are essential to sustain and strengthen the educational quality. Benard and Dulle (2014) defined school library as an area designed for the provision of all types of learning and teaching resources. The need for establishing school libraries is enshrined in the National Policy on Education (2004) states that: Since libraries constitute one of the most important education services; Proprietors of schools shall also provide functional libraries in all their educational institutions in accordance with the established standards. They shall also provide for training teacher librarians and library assistants for this service. In order to achieve the above policy statement, the school libraries environment must be functional with proper accommodation, good

lighting system, good ventilation, noise-free, good furniture, security and conducive for learning and teaching, stocked with current, up-to-date and relevant learning resources to enhance the productivity of the teacher librarians.

The work environment can be anything that exists around the employee and can affect how employee perform his/her duties. The working environment is both an external and internal condition that can influence the working spirit and result in instantly finished jobs. A decent working environment is an ideal, secure, healthy, and comfortable way (Al-Omari and Okasheh, 2017). The physical environment is critical to employees' performance, satisfaction, social relations and health. It is generally believed that the physical design of offices and the environmental conditions at workplaces are important factors in organisational performance. Gachui *et. al.* (2020) states that there are two main components of the work environment, physical and behavioural. The physical components are inclusive of those elements relating to the ability of occupants of a particular office to connect with the environment of the office. The behavioural environment is the elements relating to the way occupants of an office associate among themselves and how the office environment can affect the way a person behaves. The authors further categorised the physical environment and how productive its occupants are into two: layout and comfort of the workplace and behavioural environment into two: interaction and distraction. The work environment consists of the office buildings, their furniture and layout as well as the physical conditions under which workers operate. It is also concerned with the external factors to the services which the office serves and due to the adverse effect of the work environment on the morale of employees, the need for provision of a good physical work environment to enhance employees' productivity cannot be over-emphasised.

Productivity is a concept that depends on the context in which it employed. It is a ratio to measure how well an organization or individual converts input resources (labour, materials and machines) into goods and services. Productivity can also be regarded as a ratio to measure how well an organization or individual converts input resources (labour, materials and machines) into goods and services. This is usually expressed in ratios of inputs to outputs. Ali (2013) defined productivity as what people can produce with the least (smallest) amount of effort. It is the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. Productivity is good for everyone and serves as an important ingredient for the survival and sustainable growth of every organization. While in the librarianship point of view, they are tangible services which every librarian is expected to perform in order to satisfy the information needs of his/her clientele (Saidi *et. al.*, 2019). In the context of this study, the researchers viewed productivity as the effort made by teacher librarians to teach and provide services of their institution libraries to the users for the purpose of growth, progress and development of that institution. These can easily be achieved through dimensions of the work environment such as: enabling a physical work environment, administrator support, security and safety of the work, library working hours and good working relationship with colleagues. It is against this backdrop that, the researchers investigate work environment as a correlate of teacher librarians' productivity in model secondary school libraries in Niger State, Nigeria.

Statement of the Research Problem

School libraries are an indispensable entity in the school system that aid to support the school curriculum by providing up-to-date information to both teachers and students abreast of new innovations and development. Today's working environment of any institution differs from the past because workers are now working with technological advancement, teacher librarians should not be an exception. However, this study considered the work environment as a major factor in the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. By contrast, there is abundant literature on the work environment but very few studies revealed the correlational design between the work environment and the productivity of teacher librarians. None of the studies investigated the relationship between the work environment and the productivity of teacher librarians in model secondary school libraries in Niger State. Thus, it is the aim of this study to investigate whether there is a significant relationship between various dimensions of work environment and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Research Objectives

The objectives of the study are to:

1. determine the significant relationship between the physical work environment and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria;
2. ascertain the significant relationship between management support and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria;
3. examine the significant relationship between security and safety of the work and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria;
4. find out the significant relationship between library working hours and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria;
5. determine the significant relationship between the working relationship with colleagues and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria;
6. identify the dominant variable among work environment factors and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Research Hypotheses

The following null hypotheses were postulated and tested at a 0.05 level of significance:

Ho1: There is no significant relationship between the physical work environment and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Ho2: There is no significant relationship between management support and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Ho3: There is no significant relationship between the security and safety of the work and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Ho4: There is no significant relationship between library working hours and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Ho5: There is no significant relationship between the working relationship with colleagues and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Ho6: There is no dominant variable among work environment factors and the productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Literature Review

Gachui *et.al.* (2020) conducted a study to investigate the effect of the work environment on employee performance at the ministry of education headquarters in Kenya. The study was guided by a specific objective and research hypothesis. The study employed a descriptive research design. The study population comprised 623 employees at different managerial levels. Findings revealed that the work environment has a significant influence on employee performance and the influence was positive. The study concluded that improvement in the work environment will result to an increase in employee performance at the ministry of education headquarters in Kenya. The study recommended that the ministry of education should improve its working environment by ensuring that it is modernized, comfortable for its employees and secure.

Saidi *et. al.* (2019) conducted a study to investigate the relationship between the working environment and employee performance. Six research questions guided the study in line with the research objectives. The study adopted a quantitative research design with a correlational approach. The researchers used simple random sampling technique. The study adopted a questionnaire from Borman (2004) on the working environment and employee satisfaction. The population of the study comprised 250 respondents from North Kuching City Council. 159 copies of the questionnaire were distributed and 110 were considered to be valid. The collected data were analysed using the Pearson Correlation Analysis and Multiple regression analysis to test the relationship between variables and identify its dominant variables. Findings show that there is a significant relationship between the working environment and employee performance. Support from Supervisor was found to be the dominant variables in ensuring a positive working environment. The study concluded that there is a direct relationship between job safety and security, physical working environment, relationship with co-workers, supervisor support and working hour with employee performance. The study recommended that supervisors should frequently engage with their employees, especially in task planning and decision-making.

Al-Omari and Okasheh (2017) conducted a study to investigate the influence of work environment on job performance: A case study of an engineering company in Jordan. A quantitative methodology implying a cross-sectional survey was used to satisfy the study objectives. The sample population comprised 85 employees. The data collected was analysed using (SPSS, Version 22). Findings revealed that the situational constraints constitute factors such as noise, office furniture, ventilation and light, which are the major work environment conditions that have a negative impact on job performance and should gain more attention. The study concluded that job performance is the result of an employee's motivation and ability and how he/she adapts to the situational constraints and the uncongenial environment. The study recommended that employers should take the initiatives to motivate employees by improving work environments.

Kishiwa (2017) conducted a study to investigate the work environment and employee performance: A case study of Tanzania wildlife protection fund. Three objectives guided the study. The study adopted a descriptive survey design using a questionnaire as the main research instrument. The sampled population comprised 141 respondents. Data collected were analysed using frequency, percentage, mean standard deviation and regression analysis. Findings revealed that supervisors support significantly affects employee performance, and performance feedback significantly affects employee performance in Tanzania. The study concluded that the work

environment affects the level of employee performance. The study recommended that supervisors should train on proper managerial and leadership skills and design performance feedback that would provide daily results.

Akbar and Se (2017) conducted a study to investigate the influence of the work environment: A case study of a private university in Jakarta. The study was guided by a specific objective. The study adopted survey method with a correlational approach. The population of the study comprised 120 employees with a background of a working period of 5-15 years. A probability simple random sampling technique was adopted. The research instruments used in this study were a questionnaire and an observation checklist. Findings revealed that there is a significant partial relationship between leadership and employee performance, and there is a partial relationship between work environment and employee performance in a private university. The study concluded that there is a positive significant influence of leadership and work environment on employee performance. The study recommended that leaders in each working unit had to improve their leadership skills periodically either through training or workshop.

Hamid and Hassan (2015) conducted a study to investigate the relationship between workplace environment and job performance in selected Government offices in Shah Alam, Selangor. Two objectives guided the study. The study adopted a correctional method to determine the relationship between the variables. The research instrument used for this study was an adapted questionnaire which consist of 3 sections; section A: demographic information, section B: workplace environment among employees at selected Government offices and section C: workplace environment elements that influence job performance. Findings revealed that the highest ratio of Government servants came from the Malay group, female, aged between 21 to 30 years old, diploma holders are placed mostly at the support staff level. The study concluded that workplace environment and respondents' gender may be considered factors that influence the level of job performance. The study recommended that employers specifically should ensure they have provided the appropriate means of a good and pleasant work environment to employees for better performance.

Research Methodology

This study adopted a survey method of the correlational type. A total enumeration of thirty-one (31) teacher librarians working in model secondary school libraries in Niger State, Nigeria was concluded. These include: Zarumai Model Secondary School Library, Minna; Hilltop Model Secondary School Library, Minna; Model Secondary School Library, Bida; Model Secondary School Library, Suleja and Model Secondary School Library, Kontagora. A close-ended structured questionnaire was designed to capture items on the relationship between five dimensions of work environment and the productivity of teacher librarians in Niger Sate, Nigeria. The draft copies of the questionnaire were validated by four lecturers in the Department of Library Information Science and a Statiscian from the Department of Statistics all from the Federal University of Technology, Minna and 30 copies of the modified version were pre-tested on 30 teacher librarians of Government Day Secondary School, Minna and Government Day Secondary School Eyagi, Bida respectively using test re-test method. The selection of these schools was due to the fact that the schools are neither part of the population nor part of the sample. The overall reliability coefficient of 0.85 was obtained. The figure is above half (1/2),

which is an indication that the instrument is excellent and reliable. Research hypotheses were inferentially analysed using Spearman's rho correlation analysis tested at 0.05 level of significance. Spearman's rho correlation analysis was used because it is the non-parametric version of the Pearson Product Moment Correlation (PPMC). Spearman's rho correlation determines the strength and direction of the relationship that exists between two variables rather than the strength and direction of the linear relationship between two variables. Spearman's rho correlation coefficient takes values from +1 to -1. A r_s of +1 indicates a perfect association, a r_s of zero indicates no association while r_s of -1 indicates a perfect negative association. A total of 31 copies of the questionnaire were administered to teacher librarians in the model secondary school libraries in Niger State, Nigeria. A response rate showed the return of all 31 copies of the questionnaire representing 100 percent.

Findings and Discussions

Table 1: Respondents' Demographic Information

Variables	Sub-profile	Frequency	Percentage (%)
Educational Qualifications	Degree	5	16.1
	Diploma	19	61.3
	NCE	7	22.6
	SSCE	-	-
Years of Experience	0-5 years	7	22.6
	6-10 years	18	58.0
	10 years and above	6	19.4
Gender	Male	14	45.2
	Female	17	54.8

Table 1 showed that the majority 19(61.3%) of the respondents possessed a diploma, the majority 18(58.0%) have spent between 6-10 years in services and the majority 17(54.8%) of the respondents were female. This implies that majority of the respondents were yet to obtain bachelor degree, spent less than 10 years in services and respondents' gender were fairly represented.

Hypotheses Testing Results

H₀₁: There is no significant relationship between the physical work environment and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Table 2: Correlation coefficient test result between physical work environment and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

		Correlations		
			Productivity	Physical Work Environment
Spearman's rho	Productivity	Correlation Coefficient	1.000	.315**
		Sig. (2-tailed)	.	.000
		N	31	31
		Df	29	29
	Physical Work Environment	Correlation Coefficient	.315**	1.000
		Sig. (2-tailed)	.000	.
		N	31	31
		Df	29	29

** . Correlation is significant at the 0.01 level (2-tailed).

Df = N-2

Table 2 showed that Spearman's correlation coefficient $r_s = 0.315^{**}$, and that this is statistically significant at ($p=.000$ which is less than 0.05 level of significance). **Therefore, the null hypothesis is rejected.** This means that physical work environment had a positive and weak relationship with productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. The Spearman's correlation coefficient for this relationship is 0.315, this number is positive, meaning that every time there is an improvement in the physical work environment, productivity of teacher librarians will also increase by 0.315 points or 31.5 percent. This finding corroborates the finding of Akbar and Se (2017) who asserted that there is a partial relationship between work environment and employee performance in private university of Jakarta. This finding does not corroborate the finding of Gachui *et. al.* (2020) who reported that work environment has significant influence on employee performance and the influence was strong and positive.

Ho2: There is no significant relationship between management support and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Table 3: Correlation coefficient test result between management support and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

		Correlations		
			Productivity	Management Support
Spearman's rho	Productivity	Correlation Coefficient	1.000	.332**
		Sig. (2-tailed)	.	.000
		N	31	31
		Df	29	29
	Management Support	Correlation Coefficient	.332**	1.000
		Sig. (2-tailed)	.000	.
		N	31	31
		Df	29	29

** . Correlation is significant at the 0.01 level (2-tailed).

Df = N-2

Table 3 showed that Spearman's correlation coefficient $r_s = 0.332^{**}$, and that this is statistically significant at ($p=.000$ which is less than 0.05 level of significance). **Therefore, the null hypothesis is rejected.** This means that management support had a positive and weak

relationship with productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. The Spearman’s correlation coefficient for this relationship is 0.332, this number is positive, meaning that every time there is an increase in management support, productivity of teacher librarians will also increase by 0.332 points or 33.2 percent. This finding does not corroborate the finding of Saidi *et. al.* (2019) who reported that there is strong positive significant relationship between supervisor support and employee performance. Awan and Tahir (2015) and Naharuddin *et. al.* (2013) asserted that supervisor support leads to better employee performance especially when the employees face challenges dealing with their job by assisting them in matching as well as improving their skills.

Ho3: There is no significant relationship between security and safety of the work and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Table 4: Correlation coefficient test result between security and safety of the work and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

		Correlations	
		Productivity	Security and Safety of the Work
Spearman's rho	Productivity	Correlation Coefficient	1.000
		Sig. (2-tailed)	.512**
		N	31
		Df	29
	Security and Safety of the Work	Correlation Coefficient	.512**
		Sig. (2-tailed)	1.000
		N	31
		Df	29

** . Correlation is significant at the 0.01 level (2-tailed).

Df = N-2

Table 4 showed that Spearman’s correlation coefficient $r_s = 0.512^{**}$, and that this is statistically significant at ($p=.000$ which is less than 0.05 level of significance). **Therefore, the null hypothesis is rejected.** This means that security and safety of the work had a positive and moderate relationship with productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. The Spearman’s correlation coefficient for this relationship is 0.512, this number is positive, meaning that every time there is an increase in the security and safety of the work, productivity of teacher librarians will also increase by 0.512 point or 51.2 percent. This finding does not corroborate the finding of Saidi *et.al.* (2019) who reported that there is a weak and positive significant relationship between job safety and security and employee performance. According to Ali (2013), Job safety and security had significant relationship on employee performance since job safety and security can guarantee the quality of employee’s job. It can enhance their motivations in choosing the right organizations to work with. Job safety and security guarantee the employees with their promotions, compensation and benefits, safety in workplace, and career development, thus if organizations had low job safety and security towards the employees then they will not complete and do their job or task properly which will lead to the lower employee performance (Musah *et. al.*, 2017).

Ho4: There is no significant relationship between the library working hours and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Table 5: Correlation coefficient test result between the library working hours and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

		Correlations		
			Productivity	Library Working Hours
Spearman's rho	Productivity	Correlation Coefficient	1.000	.712**
		Sig. (2-tailed)	.	.000
		N	31	31
		Df	29	29
	Library Working Hours	Correlation Coefficient	.712**	1.000
		Sig. (2-tailed)	.000	.
		N	31	31
		Df	29	29

** . Correlation is significant at the 0.01 level (2-tailed).

Df = N-2

Table 5 showed that Spearman’s correlation coefficient $r_s = 0.712^{**}$, and that this is statistically significant at ($p=.000$ which is less than 0.05 level of significance). **Therefore, the null hypothesis is rejected.** This means that the library working hours had a positive and strong relationship with productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. The Spearman’s correlation coefficient for this relationship is 0.712, this number is positive, meaning that every time there is an increase in the library working hours, productivity of teacher librarians will also increase by 0.712 points or 71.2 percent. This finding does not corroborate the finding of Saidi *et.al.* (2019) who reported that there is a weak and positive significant relationship between working hour and employee performance. This is because employees will work happily and feel comfortable if the organizations allow freedom in scheduling their work time and adjusting their own length of work hours (Act, 2007). According to Henly and Lambert (2010) employees felt that flexible working hours in organizations will enhance their performance due to the flexibility of the working time. They can go to work and finished their work at any time as long as the eight hours of working period is completed within a day.

Ho5: There is no significant relationship between working relationship with colleagues and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria

Table 6: Correlation coefficient test result between working relationship with colleagues and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

		Correlations		
		Productivity	Working Relationship with Colleagues	
Spearman's rho	Productivity	Correlation Coefficient	1.000	.515**
		Sig. (2-tailed)	.	.000
		N	31	31
		Df	29	29
	Working Relationship with Colleagues	Correlation Coefficient	.515**	1.000
		Sig. (2-tailed)	.000	.
		N	31	31
		Df	29	29

** . Correlation is significant at the 0.01 level (2-tailed).

Df = N-2

Table 6 showed that Spearman's correlation coefficient $r_s = 0.515^{**}$, and that this is statistically significant at ($p=.000$ which is less than 0.05 level of significance). **Therefore, the null hypothesis is rejected.** This means that working relationship with colleagues had a positive and moderate relationship with productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. The Spearman's correlation coefficient for this relationship is 0.515, this number is positive, meaning that every time there is an increase in the working relationship with colleagues, productivity of teacher librarians will also increase by 0.515 points or 51.5 percent. This finding corroborates the finding of Awan and Tahir (2015) who reported that the relationship with co-workers had strong positive impact with employee's performance. This is because co-worker's relations and peers support will motivate employees to perform the tasks although not in the job description and feel comfortable in the organization. Employees who perceived a good relationship with other colleagues in the organization will feel responsible and obliged to reciprocate a good relationship to assist them in achieving their goals (Ariani, 2015). This finding does not corroborate the finding of Saidi *et. al.* (2019) who reported that relationship between co-worker's relationship and employee performance is weak negative.

Ho6: There is no dominant variable among work environment factors on productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria.

Table 7: Dominant variable among work environment factors on productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta Contribution			Lower Bound	Upper Bound
	1 (Constant)	.565	.189				2.834
Physical Work Environment	1.223	.052	.043	19.203	.000	1.111	1.364
Administrator Support	.024	.035	.036	.668	.004	.046	.093
Security and Safety of the Work	.174	.075	.439	2.319	.002	.322	.027
Library Working Hours	1.237	.063	.826	19.203	.000	1.111	1.364
Working Relationship with Colleagues	.024	.035	.636	.668	.004	.046	.093

a. Dependent Variable: Productivity

b. Predictors: (Constant), Physical work environment, Administrator support, Security and safety of the work, opening hours and Working relationship with colleagues

Table 7 revealed the dominant variable among the work environment factors on productivity of teacher librarians. Expressed as beta weights as follows: Physical work environment ($\beta = 0.043$, $p < .05$); administrator support ($\beta = 0.036$, $p < .05$); security and safety of the work ($\beta = 0.439$, $p < .05$); Library working hours ($\beta = 0.826$, $p < .05$) and Working relationship with colleagues ($\beta = 0.636$, $p < .05$). Also, with p values < 0.05 , **the null hypothesis was rejected**. Though, Physical work environment, administrator support, security and safety of the work, library working hours and working relationship with colleagues are good factors of work environment on productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. In terms of ranking, library working hours is found to be the dominant variable among work environment factors and productivity of teacher librarians with ($\beta = 0.826$, $p < .05$). This finding does not corroborate the finding of Saidi *et. al.* (2019) who reported that the dominant variable in working environment factors is support given by supervisor. Venkataramani *et. al.* (2013) posited that supervisors plays a vital role in enhancing employee's behavior were such as giving support and feedback, sharing information and knowledge, promotion, recognition and rewards, and providing training. Similarly, Naharuddin *et. al.* (2013) averred that supervisor support had significant relationship with employee performance but in few cases, supervisor support had negative relationship with employee performance. This happened because of miscommunication between supervisor and their employees when they delivered information or feedback on the job to the employees. As such, the miscommunication result to negative relationship between supervisor support and employee performance.

Conclusion

Based on the findings, the study revealed that there is significant relationship between the five dimensions of work environment and productivity of teacher librarians in model secondary school libraries in Niger State, Nigeria. The library working hours was found to have the strongest influence and dominant variable on productivity of teacher librarians. The study concluded that work environment was indeed perceived as very important on productivity of teacher librarians. Consequently, the administrators of these institutions should engage their staff in meetings periodical to hear their views and always carry them along in institutional decision making and task planning.

Recommendations

The following recommendations were made to proffer solutions to the findings of this study:

1. Management of model secondary school libraries in Niger State should make their working environment more conducive and comfortable for both staff and students.
2. Management of model secondary school libraries in Niger State should support their staff especially in terms of dealing with challenges faced during performing their job as well as improving their skills.
3. Management of model secondary school libraries in Niger State should improve the security and safety of the work in order to give the staff more confidence to perform their work.

4. Management of model secondary school libraries in Niger State should maintain the duration of the library working hours for better productivity.
5. Working relationship among the teacher librarians should be improve for better productivity.

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