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THE IMPACT OF WORKING CONDITIONS ON THE JOB PERFORMANCE OF LIBRARY STAFF IN ACADEMIC LIBRARIES IN IMO STATE, NIGERIA

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Abstract

The study examined the impact of working conditions on the job performance of Library staff in academic libraries in Imo State, Nigeria. Four research questions and two (2) null hypotheses tested at 0.05 level of significance guided the study. The population is made up of 197 Library staff. The instrument for data collection was rating scale. The study adopted a correlation research design. Data collected for the study was analyzed using the mean, standard deviation and t-test for testing hypotheses. The Pearson Product Moment Correlation (PPMC) was used to test the degree of correlation between the working conditions and job performance (measured by task and contextual performance) of the library staff. The mean responses showed that the employees' task and contextual performances were rated positive. Results revealed that there is a significant relationship between salary, job security, work environment and job performances of library staff. The study recommends that Staff development programmes such as job trainings, seminars, conferences, workshops, update courses must be encouraged by the management of the tertiary institutional libraries studied as well as to ensure that all necessary entitlements accruing to library staff must be provided to them as at when due. The study concludes that working conditions of library staff in the tertiary institutional libraries studied must be improved most especially in the area of staff development.

Key Words: Academic library, library staff, Job performance, job security, working condition, staff development programmes.

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Introduction

Library staff have major role to play in achieving the objectives of the tertiary library as they serve as core agents in customer services. Library staff frequently acts as the interface with the library clientele in the tertiary libraries to foster an inclusive, progressive, satisfying workplace and relating with the users to get feedback on services rendered towards high academic performance. As a result, the indispensable impact of library staff in the tertiary libraries cannot be over-emphasized. Tertiary libraries are set up in institutions of higher learning such as universities, Polytechnics, Monotechnics and colleges of education in order to perform articulated and specified goals and purpose whose ultimate aim is to maximize academic productivity within an academic environment.

Therefore, for library staff to perform their duties well, it is expected that their working conditions must be favourable. Working conditions embrace everything in the workers environment that has significant impact in his work such as working hours, regular promotions, payment of regular salaries, academic allowances, good working place layout, suitable facilities and equipment that will enable the library staff to perform their job very well. Good employees working conditions are essential, central and significant to customer satisfaction and organisations' performance. For a tertiary library to become a functional library, no matter the size of its collection, the working conditions of the library staff must be favourable. In consequence to this, good working conditions enhance the performance of workers in an organization especially in the tertiary libraries which leads

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to high performance and contribution to organizational objectives and goals. Working conditions is commonly assumed to impact individual behaviour and performance at work. In order to ensure for the achievement of the set goals of tertiary institutional libraries, there is always the need for library management to ensure that the library staff are effectively co-ordinated and managed so as to get high and quality performance. One major way of encouraging high performance among library staff is through result-oriented working conditions. Poor working conditions often leads to absenteeism and stress related illness among library staff which results in low performance. If employees have negative effect to their working conditions, they are likely to be absent, have stress-related illness, their performance and commitment have the tendency to be low and unproductive. On the other hand, if organization has a friendly and safe environment, it experiences greater productivity and financial health (Okoye, Mbagwu, Moneke, and Abamm, 2018). However, when workers are employed, it is expected that they adhere to the operations and conditions of employment and service. This has necessitated several organizations to develop procedures, laws, policies, regulations, payment of salaries and processes that will ensure that their goals and objectives are met.

Salary is a fixed amount of money or compensation paid to an employee by an employer in return of work done. Salary is a form of periodic payment from an employer to employee, which may be specified in an employment contract. It is a form of motivation which moves staff to work hard. In Nigeria, salary of an employee is paid monthly. Payment of salaries of employees encourages staff to put in their best at work when paid in time.

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Work environment can be anything that exists around the employee and can affect how he performs his duties. Those features include ventilation rates, lighting, cleanliness, water, lighting, security, music, access to natural light and acoustic environment. According to Abubakar (2016) an organization's physical environment particularly its layout and design can impact employee behaviour in the workplace.

Job security is another working condition which an organisation uses to get a desirable job performance of their employees and so on. According to Mosanbian and Jafari (2020), a secured job is an employee's requirement conforming that he has secured a job. Hence job insecurity makes one lack concentration which can affect workers' performance in the library. Work place amenities are facilities provided for the welfare or personnel hygiene needs of persons in a particular work environment. They include toilets, rest rooms, shelter, seating, drinking water, lockers and washing facilities. According to Eluka and Okafor (2016), it is relative obvious for employers to provide adequate facilities for the welfare of the employees at their workplace under their management and control. However, before they can provide adequate amenities and facilities, employers need to identify and assess the needs and requirement of their employees. Some of the amenities include toilets, clean drinking water, hand washing facilities and access to a clean area for eating. Libraries like any other organisations have set out goals, objectives and policies to ensure that the information resource available in the library are utilised by their users satisfactorily as well as the services rendered by the librarians. Efficiency and effectiveness of the library depends on the conditions of service and the surrounding policies which

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always serve as a driving force to effectiveness. Though the Library staff occupy important place in enhancing research in academic libraries, it is imperative that human resource recruited and selected are properly and adequately trained, maintained and controlled to provide quality service. In order to achieve this goal in any service institution such as the library, there must be an improved employee skills through a systematic manpower development strategies such as seminars, conferences, update courses, in- service training, job training etc.

Job performance is the ability to carry out statutory functions which are based on the field of specialization or areas of development as well as an organisation's objective. Job performance refers to how people perform their job and the extent to which the day-to-day work is being carried out. Job performance in university library situation is geared towards meeting not only the users' information needs but also serves as a criterion for promoting library staff. Job performance of library staff is measured based on their ability to perform their responsibilities, knowledge, expertise in various positions, strives to achieve optimal efficiency and effectiveness by managing resources appropriately and avoiding waste.

Consequently, academic libraries are those institutions owned by Federal and State Governments in Nigeria. They are also known as academic libraries. Academic libraries are the live-wire of institutions of higher learning because they help the members of the academic community to achieve the objectives of learning and teaching. In the academic library set up, there are three categories of staff, namely: professionals, para-professionals and support staff. The professional librarians are mostly in leadership positions

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responsible to the University Librarian for the day to day administration of the various departments under them. It is the para-professionals and the support staff who always constitute the majority of the work force in the university library, they form the back- bone of the library and their morale and enthusiasm must be maintained if the library must achieve its objectives and goals. In view of this, this study attempts to find out the relationship among these variables.

Statement of the Problem

Working conditions is paramount in determining major extent the employee performance in the library. Good working conditions' enables library staff to perform better in their place of employment. Consequently, the adoption and process of enforcing certain working conditions may yield contrary result which may lead to possibility of endangering positive behaviour at work and vice versa. It is certain that the impact of library staff in the tertiary academic environment cannot be relegated to the background; however, despite the impact of the library staff in academic libraries, some library staff display poor attitudes towards their work and the patrons they serve. Could these poor attitudes of some library staff towards their job functions be as a result of what surrounds them in their job environment and the conditions of the services under which they function? Are government and the tertiary institutional management ignorant of the impact of academic libraries in nation building as investigations have shown that academic libraries lack the basic facilities required in the library, though some that were provided are not maintained. Could these observations be that the working conditions of library staff

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do not favour them in their working environment resulting to negative effect in their job performances in the library? To discover why there are these problems and proffer solutions to the discovered problems instigated this study.

Research Questions

The following research questions were formulated to guide the study:

i. What is the extent of task performance of the library staff in the academic libraries studied?
ii. What is the extent of contextual performance of the library staff in the academic libraries studied?
iii. What is the relationship between salary and task performance of the library staff in the academic libraries studied?
iv. What is the relationship between job security and contextual performance of library staff in the academic libraries studied?

Hypotheses

To guide the study, the researcher formulated the following null hypotheses which were tested at 0.05 level of significance.

1. There is no significant relationship between salary and task performance of library staff in the academic libraries studied.
2. There is no significant relationship between job security and contextual performance of library staff in the academic libraries studied.

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Literature Review

Academic libraries as defined by Borman (2022) are libraries found in tertiary institutions such as universities, polytechnics, colleges of education, monotechnics which are owed by Federal or states governments in Nigeria which are life-wire of intuitions of higher learning because they help the members of academic community to achieve the objective of teaching and learning. Zahra, Xia, Khura, Liu and Amna (2021) conceived academic libraries as libraries attached to the institutions of higher learning; that is, any library attached to universities, polytechnics, monotechnics etc to serve it's educational and research purposes. Similarly, Upev, Chorun and Idachaba (2015) stated that all libraries attached to universities, polytechnics, colleges of education, montechnics are referred as academic libraries which among other things are to promote learning, teaching, research, providing resources for scholarly purposes for both students, lecturers, faculty members and other members of the host community. Consequently, Mosaybian and Jafari (2020) stated that the quality and strength of an academic programme depends on the library, not the library as a magnificent building, but the use of it.

Consequently, this study is guided by the theory propounded Herzberg in 1959 also known as Herzberg's motivation-hygiene theory which stated that job satisfaction and dissatisfaction are caused by separate set of factors in the workplace. The satisfaction factors otherwise referred to as 'satisfiers', or 'intrinsic motivation factors' are six in number and comprise achievement, recognition, advancement, the work itself, responsibility and growth. The hygiene factors which are also extrinsic in nature are those

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job conditions which function chiefly to displease employees in their absence. The hygiene factors include such factors as salary, organizational policies, job security, and inter-personal relationship. Thus in line with the present study, the introduction of motivators on the job can multiply the level of job performance while, the absence of hygiene factors can cause displeasure and consequently low job performance.

This study is of the view that if university library administrators can understand the factors that cause job dissatisfaction as outlined in Herzberg work on one hand, and better understand the job motivational needs of university library staff, they can design motivational programmes that can boost staff job performance. Herzberg's theory implies that almost everyone will react positively to a job that has high motivating factors. While Herzberg theory was able to clearly identify some crucial work-related factors that are characterizes organizations practices and particularly important to managers in controlling workers' positive performance in university libraries.

Working condition

The term working conditions refers to the working environment and all the existing circumstances affecting labour in the work place including job hours, salaries, management policies, physical aspects, workload and job security. This in turn depends on the efficient and effective service delivery and job performance. Eluka and Okafor (2016) noted that employee working conditions is essential to customer satisfaction and organisations' performance in competitive environment. Employee value work conditions as essential ingredients to their satisfaction, requiring regular maintenance and replacement of

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facilities that aid their comfort and reduce their stress of abandoning their duties in search of convenient place where comfort facilities that are not only put in place, but also maintained regularly for optimum enjoyment of their workforce. A library staff' job satisfaction affects the quality of services in the library with a consequent effect on the degree of clientele's satisfaction and general performance of the staff.

Therefore, effort to improve library staff working conditions can create satisfied employees with a positive effect on students' performance and general performance of the staff. Organization such as libraries must therefore know how to manage a diverse group of workers because as this will aid in recruitment and retention of talented librarians and ensure high level of job performance. Hence, Opeke, Onuoha and Yaya (2016) is of the opinion that in order to create an environment for employee satisfaction that can aid job performance in work place, library management must ensure that talented librarians are recruited. Borman (2022) noted that good working condition was considered as the best motivator by the employees. This is due to the fact that when the environment is conducive for working, people tend to bring out the best in them. Good working condition include good physical conditions (such as good ventilation, adequate workplace, lighting), good working relationship with the superior, little tension on the job, and freedom to adopt your own approach, just to mention a few. Consequently, working provide for basic sustenance needs and decent living condition, but above all, work is an activity through which an individual fits into the job, organizations, form new relations, utilize his God given talents, learn and develop on the job identity and so on Okoye, Mbagwu, Moneke, and Abamm.

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(2018) stated that to ward-off occasions of conflicts between the employees, there is need to implement, direct, control and distribute activities in the libraries, in conformity with laid down rules, regulations and policies. Thus some of the factors that can generate and sustain stability in work place are assurances of stable working conditions. However, when workers are employed, it is expected that they adhere to the operations/conditions of employment and conditions of services. This has necessitated several organizations to develop procedures, laws, policies, regulations and processes to ensure that their goals and objectives are met

Work environment

Work environment according to Opeke, Onuoha and Yaya (2016) involves external and internal condition that can influence working spirit and result in instantly finished jobs. Similarly Upev, Chorun and Idachaba (2015) stated that some of that workplace is influenced by cleanliness, water, lighting, colouring, security and music. Many work environments studied has shown that their workers are satisfied with reference to specific work environment features. These features preferred by users significantly contribute to their workplace satisfaction and performance. Those features include ventilation rates, lighting, access to natural light, and acoustic environment. Okoye, Mbagwu, Moneke, and Abamm. (2018) confirmed that convenient and ergonomic office design encouraged the employees and increased their performance significantly.

Salary

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Salary is a fixed amount of money or compensation paid to an employee by an employer in return of work done. Salary is the most obvious reward an employee receives at work. According to Zahra, Xia, Khura, Liu and Amna (2021), salary is a fixed amount of money paid to a worker usually measured at monthly and annual basis not hourly as opposed to wages. Eluka and Okafor (2016) opined that salaries and incentives improve task performance significantly. A compensation practice is one of the human resource practices and studies shown that there is positive relationship between equity based compensation and the organizational performance. Therefore, in human capital intensive firms, compensation plays a crucial role in attracting and retaining highly skilled and competent employees.

Job security

Job security as envisaged by Mosaybian and Jafari (2020), a secured job by employee from an employer and that job insecurity makes an employee lack concentration from his working organization. This makes people often time seek employment where there is job security in order to protect themselves from the contingencies of life and actively try to avoid situation that would prevent them from satisfying their ambitions. Therefore, it can be emphasized that employees in the organization need a stable working environment that do not have risk.

Work performance

Work performance is an important tool used to determine the accomplishment of a particular task in an organization as stated by Agboola and Bamigboye in Akanwa and Udo-

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Anyanwu (2017) and that it refers to how well a task assigned to a staff is being done or performed. Ugwu and Ugwu (2017) classified work performance into quality of work done, quantity of work performed and interpersonal effectiveness. While Fletcher (2014) viewed work performance as the overall task execution carried out by employees and that through it proper assessment of staff is assessed. Tever, Terfa, and Asibi (2015), defined work performance as behaviour related purposely to carry out based on individual behaviour while contextual performance according to Borman (2022) is the spontaneous behaviours through which a worker supports and enhances the workplace environment which its indicators include extra tasks, efforts, initiative, enthusiasm, attention, proactively, creativity, cooperating, helping, politeness, effective communication, accuracy, speed, interpersonal relations and organizational commitment. In the words of staff performance is the measure of outputs resulting from a given resource input at a given time, getting more out of less as a way of optimizing resource to the benefit of the organization and society. Comparability; how productivity performance is recorded overtime. Fletcher (2014) viewed work performance as the overall task execution carried out by employees. Okoye, Mbagwu, Moneke, and Abamm. (2018) noted that continuing education cannot and should not be restricted to professional staff only but also should be extended to para-professional staff because these category of staff need training not only to enhance their academic/knowledge base, but also to be well equipped to cope with change, which is the ever present feature of modern society.

Methodology

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The correlational research design was used for this study. It is correlational because the study aims at establishing the relationship between the variables studied. And the purpose of correlation coefficient is to express in mathematical terms, the degree of relationship between two or more variables. If the coefficient is perfectly positive, the result will be 1 (one), but if it is perfectly negative, the result will be -1(minus 1). The population of the study was one hundred and ninety seven (197). It comprised the entire library staff from the six (6) selected academic libraries studied in Imo State, Nigeria. The entire population was studied because it was convenient for the study. Therefore, the study adopted census enumeration sampling technique. The six (6) selected academic libraries are; Federal University of Technology, Owerri library, Alvan Ikoku Federal University of Education library, Owerri, Federal Polytechnic library, Nekede, Owerri, Imo State University library, Owerri, Kingsley Ozumba Mbadiwe University library, Ogboko, Orlu and University of Agriculture and Environmental Sciences library, Umuagwu, Ohaji. 4-point rating scale was used as the main instrument for data collection for the study. Data collected for the study were analyzed using the weighted mean, standard deviation and t-test for hypotheses. The Pearson Product Moment Correlation (PPMC) was used to test the degree of correlation between the working conditions and job performance (measured by task and contextual performance) of the library staff. Furthermore, the hypotheses formulated were tested using the t-test technique at 0.05 alpha level of significance. The t-statistic for each of the hypotheses was compared with the t-table value at 5% level of significance.

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Data Analysis and Summary of Findings

Table 1: Instrument Distribution to library staff and their Response Rate

S/N	Name of University Library	No. Administered	No. Returned	Response Rate
1.	Federal University of Technology (FUTO), Owerri library	47	47	100%
2.	Alvan Ikoku Federal University of Education (AIFUE), library	35	35	100%
3.	Federal Polytechnic, Nekede Owerri (FPNO), library	40	39	98%
4.	Imo State University (IMSU) library, Owerrri	30	28	93%
5.	Kingsley Ozurumba Mbadiwe University (KOMU) library Ogboko, Orlu	20	18	90%
6.	University of Agriculture and Environmental Sciences (UAES) library, Umuagwu, Ohaji	25	20	80%
	Total	**197**	**187**	**95%**

Analysis of data on Table 1 showed that 197 copies of questionnaires were distributed to respondents on the ration to their various academic libraries, out of one hundred and ninety seven (197) instruments distributed to the respondents, 10 copies of the instruments were mutilated and declared void for the study while 187 returned instruments represent 95% response rate which is considerable stable since it is more than 50% of the total respondents.

Research Question 1: What is the extent of task performance of the library staff of the selected academic libraries studied?

Table 2: Rating of the Extent of Task Performance of the library staff in the selected academic libraries studied

S/N	Task Performance	VHE	HE	LE	VLE	Mean	Decision
1.	Completing job task	56	95	36	0	3.11	Positive
2.	Work quality	65	98	24	0	3.22	Positive

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3.	Job skill	70	90	27	0	3.23	Positive
4.	Knowledge of the job	89	73	25	0	3.34	Positive
5.	Ability to keep knowledge up to date	68	88	29	2	3.19	Positive
6.	Planning and organization of library services	96	59	30	2	3.33	Positive
7.	Problem solving	55	94	38	0	3.09	Positive
8.	Timeliness	71	97	19	0	3.28	Positive
9.	Oral and Written communication	66	85	33	3	3.14	Positive
10.	Monitoring and Controlling resources	56	91	29	11	3.03	Positive
11.	Adherence to policy	67	64	50	0	2.99	Positive
12.	Ability to attend promptly to clients' requests	75	66	40	6	3.12	Positive
13.	Meeting minimum requirement for promotion	84	54	46	3	3.17	Positive
	Grand Mean					**41.25**	

Decision arrived at using 2.5 criterions mean

The responses presented in Table 2 above represents the rating of the library staff in the academic libraries studied on the extent of their task performance. It can be seen that their extent of task performance are mostly "positive" that is to say their rate of completion of job tasks, knowledge of the job, oral and written communication, adherence to policy, meeting requirements for promotion etc. where to a very high extent satisfactory. This explains the fact that the extent of task performance of the library staff in the libraries studied is very high.

Research Question 2: What is the extent of contextual performance of the library staff of the academic libraries studied?

Table 3: Rating of the library staff on the Extent of Contextual Performance of the library staff in the academic Libraries Studied

S/	Contextual Performance	VHE	HE	LE	VLE	Mean	Decision

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N							
1.	Persisting with enthusiasm and extra effort	66	85	36	0	3.16	Positive
2.	Initiative on the job	57	92	38	0	3.10	Positive
3.	Attention to duties	62	78	47	0	3.08	Positive
4.	Resourcefulness in accomplishing tasks	53	105	29	0	3.13	Positive
5.	Industrious	70	89	28	0	3.22	Positive
6.	Motivation on the job	54	87	38	8	3.00	Positive
7.	Dedication to duty	69	86	24	8	3.16	Positive
8.	Proactive and creativity on the job	64	70	29	24	2.93	Positive
9.	Co-operating and helping others	86	81	14	6	3.32	Positive
10.	Politeness	66	98	23	0	3.23	Positive
11.	Effective communication on the job	89	72	26	0	3.34	Positive
12.	Organizational commitment	57	75	38	17	2.92	Positive
13.	Speed and Accuracy	76	85	26	0	3.27	Positive
	Grand Mean					**40.86**	

Decision arrived at using 2.5 criterions mean

Analysis of data on Table 3 revealed that the mean scores for the contextual performance of library staff variables are greater than the 2.5 criterion mean as all were "positive". This implies that the extent of contextual performance of the library staff were very high. Consequently, we conclude that their initiative on the job, attention to duties, motivation on the job, dedication, politeness, effective communication, speed and accuracy on the job etc. were very high in the academic libraries studied.

Research Question 3: What is the relationship between good salary and task performance of the library staff in the academic libraries studied?

Table 4: The Mean Responses of the Library Staff on the Relationship between Salary and their Task Performance

S/N	SALARY	SA	A	D	SD	Mean	Decision
1.	Prompt payment of my Salary	123	61	3	0	3.64	Positive

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	boosts my morale to perform my duties optimally						
2.	My Salary corresponds with the level of my work input	25	71	61	30	2.49	***Negative***
3.	Allowances paid to me encourages me to stay on the job and give in my best	105	58	17	7	3.40	Positive
4.	The thought of my monthly Salary improves my problem solving ability	121	36	19	11	3.43	Positive
5.	My monthly salary helps me to update myself to meet my job requirements	80	75	28	4	3.24	Positive
6.	My work quality is enhanced with salary increments	144	27	8	8	3.64	Positive
	Grand Mean					**19.83**	

Decision arrived at using 2.5 criterions mean

Data analysis on Table 4 showed the responses of the library staff on the relationship between salary and their task performance. They agreed that prompt payment of their salary boosts their morale. This is evidenced in the mean score for question item 1 (3.64) which is greater than the 2.5 criterion mean. Also, the mean score for question item 3, 4, 5 and 6 means that they strongly agreed that allowances paid to them, the thought of salary, and work quality enhances with salary increments which encourages them to stay on the job. However, item 2 shows a negative mean score indicating that the respondents were of the view that their salary does not correspond with the level of their work input.

Research Question Four*:* What is the relationship between job security and contextual performance of library staff in the academic libraries studied?

Table 5: The Mean Responses of the library staff on the relationship between job security and their contextual performance

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S/N	Job security	SA	A	D	SD	Mean	Decision
1.	Retirement benefits gives me the confidence to work extra hard	86	73	28	0	3.31	Positive
2.	Fear of sack gives me extra motivation on the job	90	58	33	6	3.24	Positive
3.	Knowledge of my entitlement makes me feel complacent on the job	22	21	65	79	1.93	***Negative***
4.	My organizational commitment is enhanced with adequate job security	55	76	43	13	2.93	Positive
5.	My initiative on the job comes with knowledge of job security	44	80	13	50	2.63	Positive
6.	I put in extra effort on the job in order to secure my retirement benefits	90	85	5	7	3.38	Positive
	Grand Mean					**17.41**	

Decision arrived at using 2.5 criterions mean

Analysis of data on Table 5 indicated that retirement benefits and fear of sack are the two commonest factors that motivate the library staff to work extra hard and perform optimally. This is seen in the mean scores of items 1 and 2 which were 3.31 and 3.24 respectively. The mean score for item three (1.93) was an indication that the knowledge of the entitlement do not make the library staff studied to be complacent rather it motivates them to work extra hard. Also, items 4, 5 and 6 all correspond to the fact that organizational commitment, initiative on the job and extra effort are all products of adequate job security. The grand mean value of 17.41 confirms the importance of job security in making them to work extra hard.

Test of Hypothesis 1

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H_{01}: There is no significant relationship between good salary and task performance of the library staff in the academic libraries studied.

Correlation Coefficient between Good Salary and task Performance

Variable	N	Mean	R	t-statistic	t-table	p-value	Decision
Salary	187	19.83					
			0.727	14.401	1.960	0.020	Reject H_{01}
Task_Perf	187	41.25					

Source: Extracted from SPSS Output

Decision Rule: Since the t-statistic value of 14.401 is greater than the t-table value (1.960) at 5% level of significance, and the probability value of the t-statistic (0.020) is less than 0.05 critical value, we reject the null hypothesis and conclude that there is a significant relationship between good salary and task performance of the library staff in the academic libraries studied.

Also, the correlation coefficient shows that good salary has 0.727 correlations with task performance. This indicates that salary has a high correlation with the extent of performance of the library staff in their assigned tasks. This is because the correlation coefficient of 0.727 falls between 0.61 – 0.80 correlation criterions hence it is regarded as having a high correlation.

Test of Hypothesis 2

H_{02}: There is no significant relationship between job security and contextual performance of library staff in the academic libraries studied.

Correlation Coefficient between Job Security and Contextual Performance

Variable	N	Mean	R	t-statistic	t-table	p-value	Decision
Job Sec	187	17.41					

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Context_Perf	187	40.86	0.558	9.146	1.960	0.032	Reject H_{02}

Source: Extracted from SPSS Output

Decision Rule: Since the t-statistic value of 9.146 is greater than the t-table value of 1.960 at 5% level of significance, and the p-value of the t-statistic (0.032) is less than the 0.05 critical value, we reject the null hypothesis and conclude that there is a significant relationship between job security and contextual performance of the library staff in the academic libraries studied.

The correlation coefficient table above shows that job security has a correlation coefficient of 0.558 with contextual performance. This is an indication that the presence of job security indices as listed in the instrument has moderate or fair correlation with the library staff' job performance. The correlation coefficient value of 0.558 falls within the bounds of 0.41 – 0.60 hence it is regarded as a moderate correlation.

Summary of Findings

1. The extent of task performance of the library staff in the academic libraries studied is very high.
2. The extent of contextual performance of the library staff in the academic libraries studied is also very high.
3. There is a significant relationship between good salary and task performance of the library staff in the academic libraries studied. The correlation coefficient of

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0.727 implies that salary has a high correlation with the extent of performance of the library staff in the libraries studied.

4. There is a significant relationship between job security and contextual performance of the library staff in the academic libraries studied. The correlation coefficient of 0.558 implies that job security has a moderate correlation with the extent of performance of the library staff in the academic libraries studied.

Educational Implications of the findings

Having concluded this study, it can be concluded that the findings of the study have educational implications which include:

1. The study showed that the extent of task performance of the library staff in the academic libraries studied is very high given to the positive rating. The implication of this finding is that task performance in the various libraries studied was high leading to increase in user satisfaction as well as increase in library patronage. Also library management will be motivated to improve the working conditions of the library staff so as to keep performance high which is the primary goal of every service institution like the library.
2. The findings showed that the extent of contextual performance of the library staff in the academic libraries studied is very high given to the positive rating. The implication of this finding is that workers performance will be very high through spontaneous behaviours of the individual workers there by increasing patronage.

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Also library management will see the need to improve the workers conditions of service in order to sustain high performance from library staff.

3. The result of the finding shows that there is a significant relationship between good salary and task performance of the library staff in the academic libraries studied. This implies that salary has a high impact with the task performance of the library staff in the libraries studied. The implication of this finding is that every worker needs monetary reward and financial incentives to boost his /her morale on the job. Workers' salaries needs to be paid as at when due to make them stay on the job, thereby giving in their best because a happy worker is a satisfied worker. Therefore, salaries and financial incentives add value to the worker's life towards their job performance. There is need to ensure a steady payment scheme for worker's salary as this will boost performance and user satisfaction respectively.
4. The findings indicated that there is a significant relationship between job security and contextual performance of the library staff in the academic libraries studied. This implies that job security is a motivating factor in employee job performance. The idea is that when a job is guided by job security, it provides a platform for enhancement in productivity, reduction in drop rate of library staff and confidence on the job.

Recommendations

Based on the research findings, the following recommendations are made:

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1. The library management should ensure that periodic assessment and rating their staff in terms of tasks that were assigned to each and every one of them, in order to sustain an excellent service delivery in our academic libraries.
2. Library management must ensure that periodic assessment and rating of their staff in terms of their spontaneous behaviors through which a worker supports and enhances the work place environment (contextual performance) in order to sustain an excellent service delivery in our academic libraries.
3. Government should provide added incentives to library staff apart from their basic salaries to enhance their job performance. Also, necessary entitlements accruing to library staff must be provided as at when due so as to motivate them to put in their best in the discharge of their duties,
4. Government should ensure that retirement benefits be granted to library staff and strong association body should be formed to assure the library staff of their job security.

Conclusion

The study examined the impact of working conditions on the job performance of library staff in selected six (6) academic libraries in Imo State, Nigeria. It is a well-known fact that for effective job performance in any organization to be achieved, working conditions of staff must be favorable. All the indices of working conditions were correlated with job performance and they constituted the specific objectives of the study.

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It can be concluded based on the major findings of the study that performance of library staff in the academic libraries studied is very high given to the positive rating based on their task and contextual performance since there is significant coefficient of relationship between salary, job security, working environment and job performance of library staff in the academic libraries studied.

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