



WORK ENVIRONMENT AND SELF-EFFICACY AS CORRELATES OF WORK PERFORMANCE OF LIBRARY PERSONNEL IN PRIVATE UNIVERSITIES IN SOUTH-WEST, NIGERIA

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ABSTRACT

*The study examined work environment and self-efficacy as correlates of work performance of library personnel in private universities in South-west, Nigeria. Improving employees' performance is one of the main elements for institutions to achieve goals. Most libraries' observation and workplace practices have shown a decline in quality service delivery due to low performance. In resolving these issues, several factors have been found to account for job performance without much reference to work environment and self-efficacy; where study exists is still unclear if these factors could determine job performance in a library context. In recognition of this gap, the study investigates work environment and self-efficacy as correlates of the work performance of library personnel. A descriptive survey design was adopted for this study. The total number of library personnel in the thirty-one private universities in South-west, Nigeria was two hundred and twenty-six, out of which one hundred and forty-two constitute the sample size used for the study. A total enumeration was adopted in the study. A questionnaire was used as an instrument for data collection. Data were analyzed using descriptive statistics of frequency counts, simple percentages, and inferential statistics of Pearson's product-moment correlation and linear regression using the Software Package for Service Solution (SPSS) tested at 0.05 level of significance. The finding showed that the work performance of library personnel was high ($\bar{X} = 3.45$). The nature of the work environment in private universities in South-west, Nigeria was conducive to ($\bar{X} = 3.04$). The level of self-efficacy was high ($\bar{X} = 3.22$). There was significant relative contribution of work environment (Beta = .233, $t = 3.898$, $P < 0.05$) and self-efficacy (Beta = .605, $t = 7.460$, $P < 0.05$) on work performance. There was a significant positive correlation between: information work environment and work performance ($r = 0.382^{**}$; $P < 0.05$); self-efficacy and work performance ($r = 0.570^{**}$; $p < 0.05$). The study concluded that work environment and self-efficacy are key factors influencing work performance by library personnel in private universities libraries in South-west, Nigeria. Therefore, this study recommended that the university library management deploy means to further enhance work performance by providing decent conditions of service such as good salary, regular promotion, and increment, sponsoring, training, and career opportunities.*

Keywords: Work environment, Self-efficacy, Work performance, Library personnel, University libraries



Introduction

Work performance is essential to the library as an organisation and the personnel as individuals in an organisation. Work performance has been regarded as a crucial factor beneficial to both an institution and the employee. According to Badrianto and Ekhsan (2020), Job performance is a very considerable factor influencing the effectiveness of any organization. Performance is significant for individuals, as achieving tasks can be a source of satisfaction and can be seen as been productive on the job (Muchhal, 2014). Job performance can be the processes involved or the activities that are performed towards achieving the organizational goals. Amusa and Olabisi (2013) surmised that the success or failure of an organisation depends largely on its employees' job performance. The term job performance is a multidimensional concept, and scholars have described it in varied contexts. Ikonke (2015) viewed individual work performance as a multifaceted idea consisting of many facets, such as an employee's output (job result), employee mode of accomplishing their task (job behaviour), and the employee's attitude towards their job (personal traits).

Job performance is related to how an employee can accomplish the task assigned to them and how the accomplished task contributes to realizing the organisational goal (Parashakti et al. 2020). Library context, library personnel's job performance will imply the total extent to which library personnel can accomplish their job responsibilities, the method employed by the library personnel in completing tasks, and their attitude to work. Literature has given much attention to employees' job performance in an organisation, and two significant categories of job performance have been identified to include task performance and contextual performance (Igbinovia & Popoola, 2016). However, the performance level of an employee could be hampered by several factors. Many factors could account for an employee's job performance, including equipment, meaningful work, standard operating procedures, the reward, performance expectancy, and feedback on performance, knowledge, skills, attitudes, and the physical work environment (Stup, 2003).

A work environment is a place where both the physical and mental state of employees are comfortable working. Mayowa-Adebara and Aina (2016) noted that the work environment "is one of the essential factors in keeping an employee satisfied in the contemporary world. This implies that if employees perceive that the workplace is not comfortable (safety, job security, health hazard, outdated equipment, salaries, rewards), there is a tendency for their level of commitment to drop which eventually leads to poor work performance. McGuire and McLaren (2007) posited that an organisation's physical environment, particularly its layout and design, can impact employee behaviour in the workplace. Consequently, some studies have classified the work environment into toxic and conducive environments (Assaf & Alswalha, 2013), while others categorized it into physical and behavioural (Massoudi & Hamdi, 2017;

It has been evident by some studies that some factors could significantly contribute to an employee's workspace performance. Such include ventilation rates, lighting, access to natural light, and acoustic environment (Al-Omari & Akasheh, 2017; Badayai, 2012; Veitch, Charles, Newsham, Marquardt, & Geerts, 2004). According to Hameed and Amjad (2009), convenient and ergonomic office designs encourage employees and significantly increase their performance. Therefore, the unhealthy and unsafe work environment in terms of insufficient ventilation, immoderate noise, inadequate lighting, etc., affects employees' productivity and health (Mathew & Khan, 2016; Chandrasekar, 2011)

The workplace environment could have either a positive or negative influence on the work performance of library personnel. Library personnel would perform better if provided with a suitable climate like a comfortable office with enough space, computers, and the Internet (Agada & Tofi, 2020).



Adeeko et al. (2017) opined that providing a better working environment in the Nigerian university libraries is necessary to enhance high performance. This is because library personnel are heavenly relied upon as they possess sufficient expertise and techniques of dealing with the library patrons (Ogungbeni et al., 2014).

Self-efficacy has been established to relate to improved job performance. According to Miao et al. (2017), enhanced self-efficacy predicts the successful performance of tasks. Hence, motivated library personnel with high self-efficacy are more likely to exert more effort and persist longer than those with low efficacy (Adeeko et al., 2017). Mensah and Lebbaeus (2013) opined that self-efficacy is the belief about one's capability to perform in a particular manner to achieve specific goals; an individual opinion about their competencies to produce designated performance levels, and exercise influence over events that affect their lives. Bandura (2001) posted that self-efficacy makes a difference in how individuals think, feel, and act. This implies that low self-efficacy is related to anxiety, depression, and helplessness in terms of feeling. One disadvantage of low self-efficacy to individuals is that they also display low esteem and harbor unenthusiastic thoughts regarding their accomplishments and personal development (Manasseh, 2015). Therefore, library personnel with high self-efficacy are likely to be creative and also perform more challenging tasks.

Similarly, as individuals believe in their ability to handle their affairs, they build self-efficacy after achieving complex tasks (Turkoglu et al., 2017). The self-efficacy of library personnel could be high or low. Therefore, individuals with low self-efficacy will perhaps surrender or lose trust in taxing conditions, while individuals with high self-efficacy often thrust more to overcome the test. The self-efficacy competence of any library personnel lies in their practical ability to demonstrate commitment to a job process which largely depends on the mastery experience of the job, being aware of and understanding technological innovation in the profession (Ikonne et al. 2019).

Statement of the Problem

Convenient workplace conditions are a prerequisite for improving performance and quality of institutional results; working conditions in many institutions may present a lack of safety, health, and comfort issues, resulting in less self-efficacy. People working under inconvenient conditions may end up with low performance and face occupational health illnesses causing high absenteeism and turnover. However, it has been observed that library personnel's work performance is on the decline; it appears to be somewhat neglect in their aspect. Conducive work environment, job security, recognition for a job well done, career development opportunities, promotion, and promotion improved salary package. All these could make library personnel have low self-efficacy, which could hinder their performances. Despite the critical roles of library personnel, some personnel still exhibit poor attitudes towards their work and those they serve. These apparent attitudes exhibited by the library personnel might result in poor performance and could ultimately cripple the institutional activities. Against this background; this study investigated the influence of work environment and self-efficacy as correlates of work performance among library personnel in private universities in South-west, Nigeria.

Objectives of the Study

The main objective of this study is to examine work environment and self-efficacy as determinants of work performance among library personnel in private universities in South-west, Nigeria. The specific objectives are to:

1. ascertain the level of work performance of library personnel in private universities in South-West, Nigeria;
2. investigate the nature of work environment in private universities in South-west, Nigeria;
3. ascertain the level of self-efficacy of library personnel in private universities in South-west,



Nigeria;

4. examine the relationship between work environment and work performance of library personnel in private universities in South-west, Nigeria;
5. examine the relationship between self-efficacy and work performance of library personnel in private universities in South-west, Nigeria; and
6. find the relative contribution of work environment and self-efficacy on work performance of library personnel in private universities in South-west, Nigeria.

Research Questions

To achieve the purpose of this study, the following research questions were raised:

1. What is library personnel's level of work performance in private universities in South-west, Nigeria?
2. What is the nature of the work environment in private universities in South-west, Nigeria?
3. What is the level of self-efficacy of library personnel in private universities in South-west, Nigeria?
4. What is the relative contribution of work environment and self-efficacy on work performance of library personnel in private universities in South-west, Nigeria?

Hypotheses

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

H0₁: There is no significant relationship between library personnel's work environment and work performance in private universities in South-west, Nigeria.

H0₂: There is no significant relationship between self-efficacy and work performance of library personnel in private universities in South-west, Nigeria.

Review of Related Literature

Oluchi and Ozioko (2014) defined personnel job performance as a work performance in terms of quantity and quality expected from each personnel. With the increase in competition, libraries have recognised the importance of the personnel's job performance to compete in this global market. Amusa et al. (2013), in their study, found job performance to correlates with professional practice, enhancing the overall development of the library, ability to attend promptly to the requests of library users as well as meeting minimum requirements for promotion. A related study on employee performance by Farisi, and Mauliza (2019), determined whether or not the influence of the work environment on the office of the human resources development agency of North Sumatra province on the performance provided by employees. The population comprised of permanent employees of the Human Resources Development Agency of North Sumatra Province office, totalling 92 respondents. The sample used was a portion of the population of 43 employees.

The data collection technique was a list of statements in the form of questionnaires, interviews and documentation. Data analysis was done using multiple linear regression techniques, classical assumption test, t-test, F test and coefficient of determination. This study indicated a positive and significant influence between work environment variables on employee performance and at the office of the Source: Human Resources Development Agency of North Sumatra Province. There is no gainsaying that the performance of every personnel counts even at the human resources department. Oyewole and Popoola (2013) examined job performance of library personnel in Colleges of Education in Nigeria. The results revealed that the level of the job performance of library personnel was moderate. Saka and Salman (2014) study the level of the job performance of library personnel in universities in North-central, Nigeria. The findings revealed a mean score of 3.00, indicating a moderate level of the job performance of library personnel in universities in North-central, Nigeria.

Similarly, Nwokike and Unegbu's (2019) study on evaluating the job performance of librarians



in universities in South-East, Nigeria. Their study presents findings from a self-rating questionnaire on the levels of job performance of librarians. The study was conducted using a cross-sectional survey design to collect data from 210 respondents in 21 universities based on total enumeration. Data was analyzed and presented in tables. Based on the eight-factor model of job performance, the study found that the level of job performance of librarians in universities in South-East, Nigeria was high (Mean= 3.03, SD=0.67). *they recommended that librarians should get regular training or acquire new skills in their job, so that they would be able to meet the demands of the challenging library work environment.*

Alegbeleye et al. (2020) examined the influence of work environment and employee performance in universities libraries in Southern, Nigeria, adopting the survey design and total enumeration technique. A questionnaire was used in the collection of data, and data were analysed using inferential statistics. Results revealed a significant relationship between the work environment and the performance of university employees. Oyintola et al. (2013) investigated work environments and job performance of librarians working in public universities in South-west, Nigeria; the environmental indicators focused on physical facilities, open communication, participatory management, motivation, staff development and personnel compensation. Results revealed that librarians' work environment in terms of physical facilities is relatively favourable, open communication is relatively favourable, with very few of them believing it is unfavourable. A more significant percentage of the population adjudged their motivation level as reasonably favourable. It was also revealed a significant relationship between work environment and job performance of librarians working in Southwest, Nigeria university libraries.

Ikonne and Yacob's (2014) study on the influence of spatial comfort and environmental workplace ergonomics on job satisfaction of librarians in the Federal and State University Libraries in Southern Nigeria revealed a relationship between environmental workplace factors (light, noise, and ventilation) and librarians' job satisfaction. They argued that the functions of librarians in the University are significant as they assist the faculty and students in assessing much-needed knowledge. Oyerinde and Mayowa-Adebara (2019) examined the influence of work environment on job effectiveness among the staff of polytechnic libraries in Southwest Nigeria using the survey research design and simple random sampling. 429 personnel constituted the population of library personnel from the 32 polytechnic libraries in South-west, Nigeria. The result revealed that the work environment had a positive and significant influence on job effectiveness. Similarly, Al-Omari and Okasheh (2017) study on "The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan" Findings revealed that the situational constraints constituted of factors such as noise, office furniture, ventilation and light, is the major work environment conditions that have a negative impact on job performance and need to be tackled. However, improving their work environment is very essential because it will enable the achievement of desired job outcomes and goals

Self-efficacy has also been evident in improved job performance. Some studies also reported positive relationships between self-efficacy and performance. Alessandri et al. (2015), in their study with a sample of male security agents, found that self-efficacy beliefs, and work engagement, served as a key mechanism that moderated the relationship between positive orientation and job performance relationship. Similarly, Bastos and Afonso (2016), in their study with sales teams as a sample and using multilevel analyses, found that self efficacy along with adaptability explained subjective performance. Self-efficacy also served a mediator role in the relationship between team potency and individual performance; in their meta-analysis study concerning over 5,000 businesses and their entrepreneurs, Miao et al. (2017) concluded that there was a considerably significant positive relationship between entrepreneurial self-efficacy and firm performance. A survey carried out by Stajkovic and Luthans (2018) indicated that enhanced self-efficacy predicts the successful



performance of tasks. Baum and Locke (2014) studied more than two hundred entrepreneurs over six years. They found that vision, goals, and gains in self-efficacy were explanatory elements for new ventures which were more successful and had grown over time. In their study, Lucas and Cooper (2016) found that self-efficacy plays an essential role in developing library personnel and their creativity. Library personnel with a high level of self-efficacy reported that they control their own lives.

In a related development, Adeeko et al. (2017) examined the influence of self-efficacy on job performance among 112 library personnel in South-west, Nigeria. They revealed that the level of self-efficacy of library personnel in university libraries in South-west Nigeria was high. The study further revealed that there is a significant relationship between self-efficacy and job performance. Implying that job performance by personnel would only be visible when the personnel have a high level of self-efficacy. Personnel are the most important asset of the library, and as such, their dedication and unflinching commitment to work are highly needed to actualise efficient performance. Observation and workplace practices in most libraries have shown a decline in quality service delivery due to low performance. In resolving these issues, several factors such as motivation, remuneration and recognition have been found to account for job performance without much reference to work environment and self-efficacy and where study exist, is still unclear if these factors can determine job performance in a library context, it is in recognition of this gap that the present study sought to investigate work environment and self-efficacy as correlates of work performance of library personnel in private universities in South-west, Nigeria.

Methodology

The study adopted a descriptive survey. This design is considered suitable because of its efficacy in collecting data on phenomena that cannot be directly observed, allow interaction between the investigator and the study participants. The study population comprised all library personnel in private universities in South-west, Nigeria, comprising 31 universities. The total number of library personnel was two hundred and twenty-six (226). The total enumeration technique was employed to ensure robust participation. A structured questionnaire was used as an instrument for data collection. Also, Google forms were employed to create the questionnaire items administered to the respondents via online professional associations. One hundred and forty-two responses were obtained from the respondents who were later used for the data analysis. The data were analyzed using descriptive and inferential statistics. The research questions were analysed using descriptive statistics such as frequency counts, percentages and means, and inferential statistical of linear regression to analyse research question 4. The two hypotheses were analysed using Pearson's product-moment correlation (PPMC) with the aid of the Statistical Package for Service Solution (SPSS, 21) at a 0.05 level of significance.

Results

Table 1: Demographic characteristics of the respondents

Demographic Characteristics		Frequency	Percentage
Gender	Male	81	57.0
	Female	61	43.0
Years of experience	Below five years	35	24.6
	5-10 years	37	26.1
	11-15 years	49	34.5



	16-20 years	18	12.7
	21 years and above	3	2.1
Highest academic qualification	Bachelors	58	40.8
	Masters	49	34.5
	M.Phil.	16	11.3
	Ph.D.	7	4.9
	Others specify	12	8.5
Job-status	Professional	57	40.1
	Para-professional	85	59.9

Table 1 shows that 81 (57.0%) were male, and 61 (43.0%) were female. This means that males participated more in the study than their other counterparts. The respondents had different years of work experience; respondents with 11-15 years (34.5%) of service had a larger population of participants (34.5%) followed by 5-10 years (26.1%), below five years (24.6%), 16-20 years (12.7%) while respondents with 21 years and above had the least number of participants (2.1%). This means that respondents who had 11-15 working experience participated more in the study. Respondents with bachelor degrees (40.8%) had the highest participants, followed by those with a Master degree (34.5%), M.Phil. (11.3%), Ph.D. (4.9%), and the rest (8.5%) had other qualifications.

Research Question 1: What is library personnel's level of work performance in private universities in South-west, Nigeria?

Table 2: Summary of the level of job performance among the respondents

Statements	SA	A	D	SD	\bar{x}
The library needs personnel with high sense of resourcefulness and creativity	62 (43.7%)	52 (33.6%)	22 (15.5%)	6 (5.0%)	3.47
I have ability to perform official duties with less stress and fatigue	60 (42.3%)	58 (41.7%)	15 (10.6%)	9 (6.3%)	3.48
I don't feel at ease coming late to work	63 (44.4%)	53 (39.4%)	20 (14.1%)	6 (5.0%)	3.49
I am satisfied with the procedure in which grievances are handled at my place of work.	54 (38.8%)	62 (44.5%)	18 (12.7%)	8 (5.6%)	3.42
There are other factors that can improve my performance beside money	61 (43.0%)	47 (32.4%)	12 (10.0%)	22 (15.5%)	3.41



My library gives recognition for remarkable performance	55 (38.7%)	41 (28.9%)	27 (19.0%)	19 (13.4%)	3.26
I will perform my work effectively whether or not I am motivated	47 (33.1%)	45 (31.7%)	37 (26.1%)	13 (9.2%)	2.73
Assurance of my job as long as I perform it effectively will enhance my performance	41 (28.9%)	54 (38.0%)	28 (19.7%)	19 (13.4%)	2.58
I perform my work effectively in the library without any pressure	44 (40.0%)	52 (36.6%)	36 (25.4%)	10 (7.0%)	2.85
Regular payment of staff salary encourages industrial harmony and good job performance in the library	46 (32.4%)	49 (34.5%)	30 (21.1%)	17 (12.0%)	2.97
There is constant provision for the acquisition of required skills for on-the-job performance.	41 (28.9%)	55 (38.7%)	37 (26.1%)	9 (6.3%)	2.50
Provision of clearly specified task related goals aided my performance in my work	63 (44.4%)	57 (40.9%)	14 (9.9%)	8 (5.6%)	3.30
Average mean: 3.12					

Table 2 reveals that the level of the job performance of library personnel. From the responses, I don't feel at ease coming late to work and the provision of clearly specified task-related goals aided the personnel work with the highest response rate at 63(44.4%) respectively. While the least responses are regarding, the library needs personnel with a high sense of resourcefulness and creativity equally; I don't feel at ease coming late to the response rate of 6 (5.0%) respectively. The average mean is 3.12. Therefore, it was concluded that the job performance of library personnel in private universities in South-west, Nigeria is high.

Research Question 2: What is the nature of the work environment in private universities in South-West, Nigeria?

Table 3: Work environment among the respondents

	SA	A	D	SD	\bar{x}
The library environment is quiet and conducive for my high performance	59 (41.5%)	55 (38.7%)	12 (8.5%)	16 (11.3%)	3.41
I have comfortable office in the library which encourages me to perform better	56 (39.4%)	62 (43.7%)	22 (15.5%)	2 (1.4%)	3.28
There is constant power supply in the library which encourages me to perform better	57 (40.1%)	57 (40.1%)	18 (12.7%)	10 (7.0%)	3.19
The library is big enough for users	41 (25.8%)	61 (43.0%)	24 (20.0%)	16 (11.3%)	2.83



I perform my work in the library without pressure	46 (32.4)	56 (39.4%)	29 (20.4%)	11 (7.7%)	3.03
The library environment is conducive for reading	49 (34.5%)	59 (40.7%)	31 (21.8%)	3 (2.1%)	2.45
My library working environment is provided with efficient light which encourages me to perform better	59 (41.5%)	57 (40.1%)	12 (8.5%)	14 (9.9%)	3.09
The library environment has adequate ventilation which encourages me to perform better	46 (32.4%)	66 (46.5%)	19 (13.4%)	11 (7.7%)	2.99
The library environment encourages cordial relationship with co-workers	68 (47.9%)	51 (35.9%)	16 (11.3%)	7 (4.9%)	3.35
There is constant power supply in my library	48 (33.8%)	56 (39.4%)	22 (15.5%)	16 (11.3%)	2.80

Average mean: 3.04

The result from Table 3 revealed that the library environment is quiet and conducive for high performance ($\bar{X} = 3.41$), with the highest mean score rating and the least was library environment being conducive for reading with the respondent rate at ($\bar{X} = 3.45$), The work environment in private universities libraries in South-west Nigeria was conducive with an average mean of 3.04.

Research Question 3: What is the level of self-efficacy of library personnel in private universities in South-west, Nigeria?

Table 4: Distribution of the level of self-efficacy among the respondents

	SA	A	D	SD	\bar{X}
I am strong enough to overcome job problem	59 (41.5%)	53 (37.3%)	14 (3.3%)	14 (9.9%)	3.31
I know how to handle unforeseen situations in my work	61 (43.0%)	55 (38.7%)	16 (11.3%)	18 (12.7%)	3.24
I feel confident in designing a new technique in my job.	54 (38.0%)	71 (50.0%)	15 (10.6%)	2 (1.4%)	3.24
I can endure the work load in my place of work	52 (36.6%)	57 (40.1%)	9 (6.3%)	24 (16.9%)	3.14
I feel confident often in setting targets in my job	51 (35.9%)	62 (43.7%)	25 (17.6%)	4 (2.8%)	3.16



I often feel that there is nothing I can do well in my job	58 (40.8%)	65 (45.8%)	7 (4.9%)	12 (8.5%)	2.82
I can solve most problems in my work if I invest the necessary efforts	88 (62.0%)	44 (40.0%)	8 (5.6%)	2 (1.4%)	3.67
I feel that I can solve my job problem	47 (33.1%)	78 (55.0%)	10 (7.0%)	7 (5.0%)	2.75
I can remain calm when facing difficulties in my job because I rely on my coping ability	51 (36.0%)	63 (43.4%)	18 (12.7%)	10 (7.0%)	3.40
If I am in trouble on my job, I can usually think of a solution	68 (47.9%)	54 (38.0%)	18 (12.7%)	2 (1.4%)	3.42

Average Mean: 3.22

Table 4 shows that 88 (62.0%) of the respondents can solve most problems in their work if they invest the necessary efforts, while the least response were regarding how they feel confident in designing a new technique in their job and can solve most problems in my work if they invest the necessary efforts with a responds rate of 2 (1.4%) respectively. The average mean is 3.22. Therefore, the level of self-efficacy of library personnel in private universities in South-west Nigeria is high.

Research question 4: Relative contribution of work environment and self-efficacy on work performance of library personnel in private universities in South-west, Nigeria?

Table 5: Relative contribution of work environment and self-efficacy on work performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	22.612	12.567		1.799	.075
1					
Work environment	.166	.043	.233	3.898	.005
Self-efficacy	.917	.123	.605	7.460	.000

a. Dependent Variable: work performance

Table 5 revealed relative contributions of the independent variables to the dependent variable, expressed as beta weights as follows: self-efficacy ($\beta = .605$, $p < .05$); work environment ($\beta = .233$, $p = p < .05$). Though both work environment and self-efficacy are good predictors of the work performance of library personnel in private universities in South-west, Nigeria, their relative influence differs. In terms of ranking, self-efficacy has the highest relative influence, followed by the work environment.

H0₁: There is no significant relationship between library personnel's work environment and work

performance in private universities in South-west, Nigeria.

Table 6: Relationship between work environment and work performance

Variable	Mean	Std. Dev.	N	Df	R	P	Remark
Work environment	45.56	8.42	142	140	.382**	.000	Sig.
Work performance	85.88	26.40					

***Sig. at .05 level**

Table 6 shows the result testing the relationship between work environment and work performance. It revealed that the work environment has a significant positive relationship with work performance ($r = .382^{**}$, $N = 142$, $p < .05$). It can be deduced that improving the work environment would lead to a corresponding improvement in work performance in private university libraries in South-west, Nigeria.

H0₂: There is no significant relationship between self-efficacy and work performance of library personnel in private universities in South-west, Nigeria.

Table 7: Showing the significant relationship between self-efficacy and work performance

Variable	Mean	Std. Dev.	N	Df	R	P	Remark
Self-efficacy	84.11	17.41		140	.570**	.000	
Work performance	85.88	26.40	142				

***Sig. at .05 level**

Table 7 shows the result testing the relationship between self-efficacy and work performance. It revealed that self-efficacy has a significant positive relationship with work performance ($r = .570^{**}$, $N = 142$, $p < .05$). It can be deduced that high self-efficacy would lead to improved work performance in private university libraries in South-west, Nigeria.

Discussion of the Findings

The findings on the first objective showed that the level of work performance of library personnel in private university libraries in South-west is high. This finding is in line with Nwokike and Unegbu's (2019) reports, which revealed the level of job performance among librarians in universities in South-east, Nigeria. On the other hand, the findings negate the reports by Saka and Salman (2014), which reported a moderate level of the job performance of library personnel in universities in North-central, Nigeria. The finding also supports Amusa et al. (2013), whose study reported an acceptable job performance among librarians in public universities in South-west, Nigeria. Research question two revealed that the work environment in private universities libraries in South-east Nigeria is conducive. The finding corroborates that of Oyintola et al. (2013), who investigated librarians' work environments and job performance in public universities in South-west, Nigeria and reported that librarians' work environment in terms of physical facilities was reasonably favourable. Also, open communication is



somewhat favourable, with very few of the respondents believing it is unfavourable.

Findings on the third objective revealed that the level of self-efficacy of library personnel in these private universities was high. The finding lends credence to that of Lucas and Cooper (2016) in their study, who found that self-efficacy might play an essential role in developing library personnel and their creativity. Library personnel with high self-efficacy reported that they control their own lives. Research question four showed that the two independent variables (work environment and self-efficacy) relatively influence employees' work performance. The finding supports that of Oyerinde and Mayowa-Adebara (2019) examined the influence of work environment on job effectiveness among the staff of polytechnic libraries in South-west, Nigeria and reported that the work environment had a positive and significant impact on job effectiveness. It also aligns with Stajkovic and Luthans (2018) study who indicated that enhanced self-efficacy predicts the successful performance of tasks.

The result on hypothesis one revealed that there was a significant relationship between work environment and work performance. The finding validates that Alegbeleye et al. (2020) examined the influence of work environment and employee performance in universities libraries in Southern Nigeria and reported a significant positive relationship between work environment and the performance of the university employee. The result on hypothesis two revealed that there was a significant relationship between self-efficacy and work performance. The finding corroborates that of Adeeko et al. (2017) examined the influence of self-efficacy on job performance among 112 library personnel in South-west, Nigeria and reported a significant relationship between self-efficacy and job performance.

Conclusion and Recommendations

Based on the study's findings, it was concluded that library personnel in private universities libraries in South-west, Nigeria, work environment and self-efficacy are the key factors influencing work performance. It was therefore recommended that:

1. the university library management should deploy means of maintaining the high level of performance and further enhance work performance by providing suitable conditions of service such as regular promotion, salary, sponsoring training, and career opportunities,
2. University library management should continue to maintain a well conducive working environment, which will go a long way to increase work performance further.
3. to maintain a high level of self-efficacy, personnel will need to be given autonomy to solve work issues, encouraged to be calm in the face of work pressure, and minimal work load. This would enhance their self-efficacy and, consequently, work performance, and
4. Self-efficacy has been shown to have a higher effect on work performance than work environment; therefore, library personnel work environment needs to be given attention by the university management, as this could yield efficient work performance.



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