Work Environment and Institutional Effectiveness of Polytechnic Libraries in South-West, Nigeria

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Abstract

The goal of the library is to provide quality service and lifelong learning facilities to its users. However, there are indications of low level of effectiveness in many polytechnic libraries. Studies revealed that this could be attributed to work environment. The study, therefore, investigated the extent to which work environment influenced institutional effectiveness of polytechnic libraries in South-West, Nigeria. The research adopted survey research design. The population consisted of 429 library personnel from the 32 polytechnic libraries in South-West, Nigeria. Simple random sampling technique was used to select 24 (75%) polytechnic libraries. Total enumeration was used for the 368 personnel of the selected polytechnic libraries. A validated questionnaire was used as the instrument for data collection. The Cronbach's alpha reliability coefficients ranged from 0.81 to 0.95. The return rate was 86.96%. Data were analyzed using descriptive and inferential (simple and multiple regression) statistics. Findings revealed that work environment had a positive and significant influence on institutional effectiveness (β = 0.157, $t_{(317)}$ = 0.1538, R^2 = 0.1253, $p < .05$). Furthermore, the level of institutional effectiveness was low (M =2.20 on a scale of five); the work environment of employees was found to be unconducive (M =2.31 on a scale of five).In conclusion, work environment is a major factor contributing to low level of institutional effectiveness. Therefore, the study recommended that heads of libraries should create a conducive work environment.

Keywords: Institutional effectiveness, Work Environment, Polytechnic libraries, South-West Nigeria

Introduction

The term institutional/organizational effectiveness has been looked into in the management field yet no consensus has been reached in the library science field. Clavert (2009) opined that most reviews on effectiveness in the library can only be implied, and none has looked at the actual meaning of effectiveness in terms of how the library meets stated goals, the appropriateness of their strategies, what is most important and if the system is really doing the right thing among other factors or indices. Based on these facts, it can be inferred that failure to constantly address and evaluate these issues of concerns can result to ineffectiveness in the library. Without dwelling so much on the lack of adequate effectiveness measure in most libraries, Ayob (2011) and Ezeala (2009) stated that most libraries are ineffective or that their level of effectiveness is low as a result of so many factors relating to leadership styles, work environment, inadequate infrastructural resources and other internal issues. They further noted that the ineffectiveness of a library cannot be attributed to a particular aspect or function of a library but are generalized.

The extent of ineffectiveness or effectiveness of a library can be assumed from the activities of different units of the library. Therefore, the ineffectiveness of any unit of a library can lead to the overall ineffectiveness of the institution. For instance, where the acquisition unit of a library fails to acquire materials that serve the courses or departments available in the polytechnic or any higher institution of learning, then the quality of services rendered by library is automatically ineffective. The consequence of ineffectiveness has far-reaching result because its consequences are felt even outside the four walls of higher institutions of learning as products of the institutions may not be able to meet the demands of a changing society; they may be perceived to be incompetent and lack the ability to survive in a competitive environment.

Furthermore, for an institution such as the library to be effective, the environment in which employees' carryout their duties must be conducive. Work environment can simply be described as a place where both the physical and mental state of employees are comfortable to work. The work environment entails more than just the tables, chairs, lightening and other physical facilities; it encompasses both the social, psychological and technological work condition of a workplace. Mayowa-Adebara and Aina (2016) noted that work environment “is one of the most important factors in keeping an employee satisfied in the contemporary world” (p. 41). 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 the ineffectiveness of the institution.

Work environment has to do with everything about an employee's involvement with the work itself; it could be their relationship with co-workers and supervisors, room for

personal development, and policies favorable to employees among other. Therefore, the provision of a conducive work environment makes employees feel good about coming to work and also motivates them to carry out daily tasks. The work environment of employees is expected to cover five eminent measures (Poh, 2018). They are: transparency and open communication, Work-life balance, training and development, recognizing employees' hard work (motivation) and building teamwork. An unconducive work environment is one that negatively impacts the viability of an institution or library (Harder, Rash & Wager, 2014). Therefore, work environment is unconducive in the absence of the aforementioned factors. It also occurs when employees feel highly pressured for short term results, us-versus-them mentality, dysfunctional competition, disrespect, lack of appreciation, pessimism, inequality, absence of meritocracy and injustice.

The impact of work environment on the activities of library personnel has been observed in past researches. Amusa, Salman and Ajani (2014) noted that poor or unconducive nature of the work environment leads to occupational frustration, which will result to the ineffectiveness of library personnel. The provision of conducive work environment cannot be overlooked, especially because employees spend most of their time in the offices and when the environment is unconducive there is a tendency for institutional ineffectiveness to occur. Therefore, the provision of a conducive work environment creates good interpersonal relationships among employees and fosters a knowledge sharing atmosphere which can increase institutional effectiveness.

Statement of problem

The library is an institution that has the ability to meet the educational, informational and research needs as well as provides a lifelong learning environment for its diverse population. The need for constant evaluation of the library cannot be over emphasized. It serves as a check on how internal procedures influence stated goals and objectives; to understand the strength of the library in terms of service provision and also identify areas of ineffectiveness. However, Ayob (2011) and Ezeala (2009) have reported that the level of effectiveness in most libraries is low. As library managers do not constantly evaluate their level of effectiveness against organizational goals and objectives. In a bid to create an effective library, it becomes important for heads of libraries to ensure conducive work environment. The lack of this will result in low commitment, performance, productivity and overall ineffectiveness of employees in the library. It is on this basis that this study seeks to establish the influence of work environment on institutional effectiveness of polytechnic libraries in South-West Nigeria.

Objectives of the Study

The general objective of this study is to investigate the influence of work environment on institutional effectiveness. The following are the specific objectives

of this study:

1. find out the level of institutional effectiveness of polytechnic libraries in South-West, Nigeria;
2. find out the nature of the work environment in polytechnic libraries in South-West, Nigeria;
3. determine the influence of work environment on institutional effectiveness in polytechnic libraries in South-West, Nigeria.

Research Questions

The following research questions are formulated based on the objectives of the study:

1. What is the level of institutional effectiveness of libraries ofpolytechnics in South-West, Nigeria?
2. What is the nature of work environment in polytechnic libraries in South-West Nigeria?
3. What is the influence of work environment on institutional effectiveness of polytechnic libraries in South-West, Nigeria?

Hypothesis

H_0: Work environment does not significantly influence institutional effectiveness **of** polytechnic libraries in South-West Nigeria.

Literature Review

Institutional effectiveness of libraries

The term institutional effectiveness in Nigeria libraries has raised a lot of issues. This, according to Sobalaje and Ogunmodede (2015) is because the library is a tool for intellectual freedom and economic development as well as a gateway to political, social happiness and survival. The literature further emphasized that an academic library must be able to provide needed information and services to students, which in turn would enhance their performance outside the four walls of a higher institution of learning. The low productivity level of libraries and librarians was also reflected in the work of Babalola and Nwalo (2013) who studied 356 librarians in the colleges of education across Nigeria. This implies that institutions need to ensure that employees are encouraged and motivated to give maximum work input to boost up organizational productivity.

Onifade (2015) opined that information management was found to be poor in most libraries. The researcher attributed this to the fact that the library system does not encourage and give incentive to individuals that partake in the process. Generally, most of the factors measuring the effectiveness level of the library were found to exist.

Adeyemi, Awojobi and Orbih (2014) posited that it is high time for library systems to embrace strategic planning which involves having a clear goal and objective, communicating such goals to employees and also making moves to achieve the stated goals and objectives.

The concept of institutional effectiveness in this study was conceptualised using the competing values framework by Quinn and Rohrbaugh (1983).The competing values framework is a combination of four models which has two standard set of criteria each was developed to show the indicators of an effective organization. The four models are human relation model, open system model, rational goal model and internal process model. The human relation model is anchored on cohesiveness and skilled workforce. It discusses issues on collaboration, interpersonal relationships and employees' acquisition of skills; Open system model perceives that effectiveness is attained when organizations are flexible and acquire needed resources; the rational goal model indicate that effectiveness is attained when institutions have clear goals and plans that can increase productivity and the internal process model highlights the need for organizations to enhance their information management skills and stability.

Work Environment

The extent to which an organization can attain a level of success aside from exploiting its human resource is their ability to create a good work environment for its employees. The environment is man's immediate surrounding which permits manipulation (Ajala, 2012). He further described the work environment as one that deals with the interaction among colleagues, how tasks are performed. According to Yusuf and Metiboba (2012), the type of work environment in which employees work will determine the level of productivity or how effective the organization will be. Work environment in the view of Nwezi, Chiekezie and Alphonsus (2017) is the setting, situations, conditions and circumstances under which a group of people work. The essence of a healthy work environment, therefore, cannot be over emphasized. Amusa, Iyoro and Olabisi (2013) taking it from a different perspective described work environment as the physical, social, psychological and technological conditions that are present in the workplace and are bound to influence the job performance of an employee. In the view of Akinyele (2012), 80% of the problems associated with productivity or organizational effectiveness are a result of poor work environment. Bushiri (2014) opined that knowledge sharing is a function of a properly designed work environment. Noah and Steve (2012) expressed that a poor work environment can hamper the work relationship among colleagues and this can affect the effectiveness of an organization.

In Nigeria, researchers have expressed that many of the libraries lack physical infrastructure and other motivating factors that a work environment should provide (Mayowa-Adebara&Aina, 2016; Uchendu, Nnai & Nwafor 2016). In fact, they noted

that this is a major impediment to the work and activities being carried out in the library. Oludeyi (2015) alongside Noah and Steve (2012) agreed that the work environment can be categorized into conducive and unconducive environment. A Conducive environment is one that ensures that an individual is self-fulfilled at his/her place of work and the environment also ensures that each person gives his/her best to the organization. Thomas (2018) portrayed an unconducive work environment as one that experiences high turnover, especially in terms of voluntary and involuntary actions. The involuntary turnover is exhibited when organizational core is unstable, lacks strategic planning, ill-equipped managers or poor recruiting practices while the voluntary turnover is exhibited when employees in an organization engage in interpersonal conflict or do not align with the company culture.

Work Environment and Institutional Effectiveness

An organization in the process of meeting its goals must ensure that the personal goals of its human capital are also met and therefore they must create a strategy that would help employees serve them better (Idris & Alegbeleye, 2015). The best way to achieve an overall institutional effectiveness is by putting in place good service conditions such as salary and particularly creating a very conducive working environment for its employees. According to Agba, Ochimana and Abubakar (2013), when the work environment is conducive the employees would have no choice but to ensure that the overall effectiveness of the organization is met. The result of Hanaysha (2016) who surveyed the relationship between work environment and organizational commitment using 242 respondents revealed that a significant positive effect exists between the two variables and it has impact on the level of effectiveness of an organization. In the same light, Chandrasekar (2011) also noted that the effectiveness of an organization can be boosted when the work environment is well designed, suitable furniture provided; cross ventilation is in place, appropriate lighting is made available, and little or no noise is present to allow increase employee concentration. Oswald (2012) reported a significant relationship between work environment and job performance. The study also revealed that**,** lack of well-designed buildings and modern equipment led to the ineffectiveness of the health workers (Oswald, 2012).

Danish, Ramzan and Ahmad (2013) and Khuong and Le Vu (2014) suggested that, for an organization to succeed, the work environment must be one that increasesemployees' commitment and motivation; it must also be comfortable and convenient. In a research carried out by Nwezi, Chiekezie and Alphonsus (2017) on the impact of work environment on performance and commitment of employees, it was revealed that, the physical work environment of an employee is a constant force on how high or low the level of commitment and overall performance of an employee will turn out.According to

Ram, Bhargavi andGantasala (2011),"effectiveness is on the increase when an employee feels motivated; a sense of empowerment is comfortable and the level of training is high. Understanding these from this perspective can help companies make appropriate decisions about further training and even how to continue in their roles" (p. 44).

Method

The research design adopted for this study was survey method. The population comprisedlibrary personnel of the polytechnic libraries in South-West Nigeria. A total number of 368 library personnel in private, State and Federal funded institutions made up the population of the study. Simple random sampling technique was used to select 75% of the population (24 polytechnic libraries) and total enumeration was adopted in using allthe 368 library personnel of the selected institutions.The research instrument used for data collection was a structured questionnaire which is titled, "Work environment and Institutional Effectiveness of Polytechnic Libraries in South-West Nigeria Questionnaire". The questionnaire was divided into three (3) sections. Section A focused on the demographic information of respondents. Section B focused onInstitutional Effectivenessand the Likert scale was used for this section is Very High Effectiveness= 5; High Effectiveness = 4; Moderate Effectiveness = 3; Low Effectiveness = 2; No Effectiveness = 1. Section C addressed issues of work environment using the Strongly Agree=5; Agree=4; Undecided= 3; Disagree= 2; Strongly Disagree=1 scale. The data collected were analyzed using descriptive statistics (frequency and percentage**).** Data was analyzed using simple regression analysis. The instrument used for analysis was Statistical Package for Social Science (SPSS) version 22.

Results

Research Question 1: What is the level of institutional effectiveness of libraries in polytechnics in South-West, Nigeria?

Table 1: Level of institutional effectiveness of libraries in polytechnics in South-West, Nigeria

S/N	Rate your level of effectiveness in the following statement	5	4	3	2	1	Mean	SD
	Skilled Workforce	N (%)	N (%)	N (%)	N(%)	N (%)		
1	All library personnel are well qualified for their jobs	76 (24)	145 (45)	23 (7)	53 (17)	23 (7)	2.81	0.45
2	Employees possess adequate skills that enhance job performance	145 (45)	91 (28)	23 (7)	61 (19)	0 (0)	2.57	0.23
		Average mean = 2.69						
	Cohesive Workforce							
3	There are significant conflicts among employees	98 (31)	148 (46)	23 (7)	36 (11)	15 (5)	2.89	0.39
4	There is an atmosphere of friendship at my work place	137 (43)	145 (45)	14 (4)	23 (7)	1 (0.3)	2.88	0.40
5	Employee gets along well with each other	77 (24)	46 (48)	30 (9)	152 (14)	15 (5)	2.02	0.51
		Average mean = 2.33						
	Productivity							
6	Productivity at my work place is lower than what it could be	53 (17)	130 (41)	23 (7)	84 (26)	30 (9)	2.51	0.34
7	The volume of work accomplished in my library is quite enormous	77 (25)	83 (26)	22 (7)	115 (36)	23 (7)	2.04	0.99
		Average mean = 2.28						
	Planning and Goal settings							
8	My library seems to be without central purpose or direction	38 (12)	107 (33)	46 (14)	91 (28)	38 (12)	2.49	0.77
9	It is easy to give a precise explanation of the goals of our institution	45 (14)	91 (28)	17 (5)	137 (43)	30 (9)	2.16	0.23
10	Members of our institution have a clear understanding of institutional goals	45 (14)	76 (24)	22 (7)	130 (41)	47 (15)	2.14	0.87
		Average mean = 2.26						
	Information Management							

11	My library system provides me help with relevant and helpful information	39 (12)	183 (57)	23 (7)	60 (19)	15 (5)	2.64	0.71
12	I get useful information from my co - workers.	41 (13)	168 (53)	30 (9)	66 (21)	15 (5)	2.59	0.23
13	My library sys tem provides me with good, usable information	45 (14)	107 (33)	15 (5)	137 (43)	16 (5)	2.02	1.02
		Average mean = 2.24						
	Flexibility							
14	Employees ensure that duties are completed despite work crisis	92 (29)	130 (41)	38 (12)	45 (14)	15 (5)	2.67	0.23
15	Employees are flexible enough to take on new tasks	100 (31)	99 (31)	15 (5)	91 (28)	15 (5)	2.66	0.78
16	My library system response to emergencies is usually adequate	62 (19)	91 (28)	38 (12)	114 (36)	15 (5)	1.06	0.19
		Average means = 2.13						
	Resource Acquisitions							
17	In terms of the number of personnel, my organization has not grown recently	38 (12)	83 (26)	38 (12)	119 (37)	42 (13)	2.04	0.91
18	The library manager hire new employees to fill new positions	38 (12)	76 (24)	38 (12)	137 (43)	31 (10)	2.01	0.89
		Average mean = 2.03						
	Stability							
19	There is a feeling of staff cohesion and teamwork.	30 (9)	91 (28)	23 (7)	122 (38)	54 (17)	0.93	1.02
20	My library system has a reputation of not being managed very well	30 (9)	60 (19)	30 (9)	89 (28)	111 (35)	0.91	0.43
		Average mean = 0.92						
Average Mean Score = 2.20								

Source: Field Survey, 2018

Key: Very High Effectiveness= 5; High Effectiveness = 4; Moderate Effectiveness = 3; Low Effectiveness = 2; No Effectiveness = 1;

Decision Rule: ≤2.5 = Low Practise; 2.5 to 3.5 = Moderate/Fairly Practise; 3.5 to 5.0 = Very High Practise

The level of institutional effectiveness of polytechnic libraries in South-West Nigeria was found to be low ($\bar{x}$=2.20 on a five-point scale). For all the indicators measured, stability ($\bar{x}$=*0.92*) had the lowest level of effectiveness while resource acquisition, flexibility, information management, planning and goal setting, productivity and cohesive workforce (2.03, 2.13, 2.24, *2.26, 2.28, 2.33*) were found low respectively. The skilled workforce had a moderate level of effectiveness ($\bar{x}$=2.69).
The table also revealed the reasons for the low level found in the instrument (i.e stability, resource acquisition etc). The low level of effectiveness experienced under stability ($\bar{x}$ =0.92) was a result of poor management reputation and lack of teamwork. The library managers' failure to hire new employees to fill vacant positions contribute to the low level of resource acquisition ($\bar{x}$=*2.03*). While, the low level of flexibility ($\bar{x}$= *2.13*) was as a result of the inadequate emergency system that operates in the library. With regard to the skilled workforce that was found moderately effective ($\bar{x}$=*2.69*), the responses reveal that library personnel were adequately skilled for the job at hand.

Research Question 2: What is the nature of work environment in polytechnic libraries in South-West Nigeria?

Table 2: Nature of work environment of libraries in polytechnic in South-West, Nigeria

S/N	**Indicate your level of agreement or disagreement with the following statement**	**5** **N (%)**	**4** **N (%)**	**3** **N (%)**	**2** **N (%)**	**1** **N (%)**	**Mean**	**SD**	**AMS**
	Hygiene factors								
1	My workplace is located in an area where I feel comfortable	81 (25)	150 (44)	7 (2)	62 (16)	20 (5)	2.93	0.67	
2	I feel safe working at my workplace	96 (26)	149 (43)	3 (1)	47 (12)	25 (6)	2.77	0.87	
3	I am proud to work for my library because of the pleasant working conditions	77 (24)	147 (43)	8 (2)	67 (17)	21 (5)	2.72	0.78	

4	I am proud to work for this library because the company policy is favorable for its workers	79 (25)	1 (13)	2 (0)	172 (50)	16 (4)	2.20	1.04	2.32
5	I completely understand the mission of my library	83 (26)	45 (11)	5 (1)	162 (47)	25 (6)	2.18	1.02	
6	The attitude of the administration is very accommodative in my library	77 (24)	54 (14)	6 (2)	165 (48)	18 (4)	2.18	1.01	
7	I feel satisfied because of the comfort I am provided at work	82 (27)	72 (19)	7 (2)	127 (37)	32 (8)	2.06	0.99	
8	I believe my salary is fair	71 (22)	60 (16)	7 (2)	145 (42)	37 (9)	1.98	0.66	
9	I am encouraged to work harder because of my salary	71 (22)	68 (18)	5 (1)	143 (42)	33 (8)	1.97	0.65	
	Motivators								
10	I am proud of my work at the library because I feel I have grown as a person	112 (35)	139 (39)	0 (0)	46 (12)	23 (6)	2.78	1.06	2.29
11	I feel appreciated when I achieve or complete a task	106 (33)	151 (43)	7 (2)	45 (11)	11 (3)	2.71	0.94	
12	I am empowered enough to do my job	79 (25)	151 (44)	3 (1)	66 (17)	21 (5)	2.67	0.88	
13	I am proud to work in this company because it recognizes my achievements	87 (27)	144 (41)	8 (2)	66 (17)	15 (4)	2.61	0.62	
14	I will choose career advancement rather than monetary incentives	107 (33)	133 (38)	7 (2)	52 (13)	21 (5)	2.59	0.76	
15	I feel satisfied with my job because it gives me a feeling of accomplishment	101 (32)	51 (13)	4 (1)	154 (44)	10 (2)	2.01	0.60	
16	My job allows me to grow and develop as a person	28 (9)	63 (20)	11 (3)	121 (38)	97 (30)	2.01	0.23	
17	My manager al ways thanks me for a job well done	71 (22)	68 (18)	5 (1)	143 (42)	33 (8)	1.97	0.65	
18	My job is challenging and exciting	34 (11)	69 (22)	6 (2)	120 (38)	91 (28)	1.33	0.21	
Average Mean Score = 2.31									

Key: Strongly Agree=5; Agree=4; Undecided= 3; Disagree= 2; Strongly Disagree=1 1 to 2.49 = the nature of work environment is fairly unconducive; 2.5 to 3.49 = the nature of work environment is moderately conducive;3.5 to 4.49 = the nature of work environment is conducive; 4.5 to 5 = the nature of work environment is highly conducive

The nature of work environment in the polytechnic libraries was found to be fairly unconducive ($\bar{x}$=2.31). All the indicators of work environment revealthat the nature of work environment was found fairly unconducive. Hygiene factors (i.e. Pay, policies, physical workspace and job security) had a mean of 2.32 and motivating factors (i.e. Accomplishment, advancement and recognition) had a mean score of 2.29 on a five-point scale.

Under the hygiene factor, the fairly unconducive nature of work environment was reflected in the library managers who only encouraged employees to work hard so that they get paid ($\bar{x}$=1.97) while others who stated their salary was not fair ($\bar{x}$=*1.98*).
Similarly, the fairly unconducive nature of the library environment was reflected in the indicators of motivators such as the inability of employees to feel challenged or excited about their job activity ($\bar{x}$=*1.33*). While others who responded that their boss do not appreciate their effort ($\bar{x}$=*1.97*). The nature of work environment was found fairly unconducive as the library lacks motivational and hygiene factors.

Hypothesis One

H_0: Work environment does not significantly influence institutional effectiveness in polytechnic libraries in South-West Nigeria.

Table 3: Influence of Work Environment on Institutional Effectiveness in Polytechnic Libraries in South-West Nigeria.

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.260	1.705		24.222	0.193
	Motivating Factors	2.431	0.877	0.0362	7.299	0.014
	Hygiene Factors	-0.033	0.016	-0.0920	-1.962	0.049

	ANOVA					
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.57	2	0.957	6.414	0.014[b]
	Residual	21.68	317	0.189		
	Total	23.34	319			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.1538[a]	0.1253	0.1643	0.1885

a. Dependent Variable, Institutional Effectiveness (IE)

Table 3 reveals that work environment significantly influenced institutional effectiveness ($t_{(317)}$ = 0.1538, R^2= 0.1253 p< 0.05). Based on the findings, the null H^0 was rejected. The table further showed that motivating factors (β = 0.0362, p< 0.05) had a significant linear influence and contributes to institutional effectiveness in polytechnic libraries in South-West Nigeria. It can be inferred as well that when there is an increase of motivating factors, institutional effectiveness is bound to increase. The hygiene factor (β = -0.0920, $p < 0.05$) revealed that anincrement in (i.e. salary, security, policies and administration among others) in the library will result to increment in the level of institutional effectiveness. Furthermore, the table revealed a significantly negative influence of hygiene factors on institutional effectiveness.

Discussions

Research question one was on the level of institutional effectiveness in polytechnic libraries in South-West Nigeria. The responses of the library personnel revealed a low level of institutional effectiveness on all indicators apart from stability, which had no level of effectiveness and skilled workforce which was moderately high. The finding of this study was in agreement with Babalolaet al (2013) and Eze (2013) who confirmed low level of resource acquisition and productivity among selected libraries in Nigeria. The research perceived that the low level of these indicators of effectiveness was as a result of poor motivating factors. The finding also corroborated that of Onifade (2015) and Adeyemi et al (2015) who reported that effectiveness was low among libraries in the aspect of information management and planning and goal settings. Their findings revealed that most library systems do not support information sharing through incentives and are also ineffective in designing and communicating concrete organizational plans and strategies for achieving their goals. The finding by Asogwa (2014) corroborated that, libraries in Nigerian universities were ineffective in the following areas: resource acquisition and information management.

Research question two examined work environmentin polytechnic libraries in South-West, Nigeria.The finding revealed that the nature of work environment across polytechnic libraries in South-West Nigeria was fairly unconducive. The outcome of this research is in line with other researchers that stated that an unconducive work environment is tantamount to ineffectiveness. Mayowa-Adebara et al (2016) as well as Uchendu et al (2016) corroborated this research finding stating that Nigerian libraries lack physical infrastructure and other motivating factors that a work environment should provide. Idris et al (2015) were of the opinion that a good work environment is one that ensures that individual achievement is attainable alongside organizational goals. They stated that this can help improve the effectiveness level of the institution.

Hygiene factors are also high influencers of institutional effectiveness. Chandrasekar

(2011) Ajala(2012); Oswald (2012); and Agba et al (2013)also remarked that the physical work environment (furnitures, infrastructure, cross ventilation), company policies, salaries and other basic amenities have high influence on the commitment level of workers which result to overall effectiveness of the organization. In a recent research of Nwezi et al (2017), it was also found that the performance, commitment and overall effectiveness of employees are affected by the conducive nature or unconducive nature of the work environment.

The hypothesis presumed the influence of work environment on institutional effectiveness. The null hypothesis was rejected. The result revealed that work environment positively influenced institutional effectiveness ($t_{(317)} = 0.1538, R^2 = 0.1253, p<.05$). This outcome was supported by Agba et al (2013) who found out that when environmental factors and self-development are put in place the organization will experience maximum effectiveness**.** In this study, motivating factors contributed positively to institutional effectiveness ($\beta = 0.0362, p< 0.05$) while the hygiene factors contributed negatively to institutional effectiveness ($\beta = -0.0920, p< 0.05$). Iyoro (2005) affirms that motivating factors will contribute more to institutional effectiveness than hygiene factors. In a similar way, Ramet al (2011) observed that effectiveness is on the increase when an employee feels motivated and empowered within the organization. Moreover, Chandresekar (2011) and Ajala (2012) opined that hygiene factors such as infrastructures, job security and salaries will boost the commitment of an employee which will eventually increase effectiveness. In the same vein, Oswald (2012) and Nwezi et al (2017) reported that the physical work environment of an employee will definitely increase institutional effectiveness than other environmental factors. Evidently it can be concluded based on the outcome of this research that, the work environment of employees must be conducive in order for the institution to be effective. The organization must also pay attention to motivating factors because of its ability to boost institutional effectiveness.

Conclusion

The study concluded that:

1. The level of effectiveness in the polytechnic libraries was low, particularly in the areas of stability, resource acquisition, flexibility, information management, planning and goal settings, and productivity.
2. The work environment at the polytechnic libraries was found to be unconducive and uncomfortable. The findings showed that library managers paid little or no attention to hygiene factors, i.e. physical environment, salaries, company policies and motivating factors, i.e. accomplishment, achievement, career advancement.

3. Work environment had a positive significant influence on institutional effectiveness of polytechnic libraries in South-West Nigeria

Recommendations

Based on the conclusion drawn from this research, the following were recommended:

1. Heads of libraries should ensure that the library system is effective especially in terms of stability, flexibility, resource acquisition, information management, productivity and planning and goal settings. Heads of libraries can achieve effectiveness by introducing healthy conflict among employees, encouraging strong interpersonal relationship in terms of teamwork, employing enough and capable hand; to complete tasks etc.
2. Library managers must ensure that work environment is conducive so as to gain or earn employees' commitment and therefore boost institutional effectiveness. For work environment to be conducive library managers must ensure frequent training and development programme, appreciate and empower employees, among other factors.

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