

**Personnel Issues in Academic Libraries
in Cross River State, South-South, Nigeria****Ekanem B.E. Eyo & Godwin B. Afebende***Cross River University of Technology Calabar, Nigeria***Information Impact:** Journal of
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Abstract

This paper assesses personnel issues in academic libraries in Cross River State in South-south, Nigeria. The paper highlights the importance of personnel in Nigerian academic libraries. It further identifies personnel issues and impacts of such issues in academic libraries. The methodology adopted for the study was a survey research design and total enumeration to cover the 56 personnel in three academic libraries involved in the study. The instrument used for gathering data is questionnaire. The data were analyzed using descriptive statistics such as tables and percentages. The paper concludes that, a well-managed organization views personnel as the root source of quality and productivity gains. Enhanced job performance cannot take place in the absence of personnel motivation, promotion, favorable work environment with the integration of ICT in library services, personnel development/training, especially in this ICT age. Job stress should not be overlooked because work stress could affect the health and well-being of personnel. Recommendations were made for improved service delivery by personnel in academic libraries.

Keywords: Academic Libraries, Cross River State, Nigeria, Personnel, South-south**Introduction**

Academic libraries are libraries of tertiary institutions, including universities, colleges of education, polytechnics and related colleges. Academic library is the heart of the institution or organisation that established it. No matter the type of institution, academic libraries generally have the objective of providing literature support to the teaching, learning, research and community services of the parent institution (Nwalo, 2012). However, all academic libraries support one form of research or the other, including project writing by the students. A typical library, as a system, is expected to have all it takes to be qualified as a well-developed library, in terms of facilities and resources available.

Personnel, in academic libraries, are the key to sustainable library services in any organisation. Personnel contribute to organisation success both as an individual and as member of a working group. Personnel are the most valuable resources in Nigerian academic libraries. They are

librarians, para-professionals and library assistants that provide different services in the various sections in the library. These personnel serve as a major factor in success or failure of various academic libraries. It is, therefore, rightly said that the success or failure of an organisation, such as library, depends not on materials, machines and equipment but on the will and ability of the personnel to put in their best efforts for an efficient performance of their job.

However, the extents to which these are attainable depend on the level of favourable work environment, personnel motivation, personnel development, training and retraining, personnel promotion, level of work stress in their work environment, adoption and utilisation of ICT in libraries among others. Thus the study is focused on identifying personnel issues and find out impacts of personnel issues in academic libraries in Cross River State in South-south, Nigeria.

Objectives of the study

The study seeks to:

1. Identify personnel issues in academic libraries in Cross River State in South-south, Nigeria;
2. Find out the impacts of personnel issues in academic libraries in Cross River State in South-south, Nigeria.

Research questions

Arising from the above objectives, the following research questions are to be answered in the study:

1. What are the personnel issues in academic libraries in Cross River State in South-south, Nigeria.
2. What are the impacts of personnel issues in academic libraries in Cross River State in South-south, Nigeria.

Literature Review

Personnel and their Importance in Nigerian Academic Libraries

The importance of personnel to the achievement of library goals and objectives cannot be over emphasized. There is the need to have efficient and dynamic personnel that can translate the objective of the library into reality. They are the activators of functions and provider of services in academic libraries. Personnel are the key to sustainable library services in any organisation. The personnel of any library constitute an important component of the organisation. Personnel, such as librarians, are graduates of library and information science, usually at the postgraduate level. They are in charge of departments and sections/units. They provide specialist information services to their users. The tasks performed by them are Reference Services, Cataloguing,

Classification, Selection and Acquisition of library materials, Serials Control, Circulation, Selective Dissemination of Information and Current Awareness Service, among others. The librarians are supplemented by para-professional staff and other support staff who may include clerical staff, typists and secretaries, finance officers, systems analysts, administrative staff, cleaners, messengers and security staff.

The para-professional librarians are holders of Ordinary National Diploma (OND) and Higher National Diploma (HND) in library and information science. The para-professionals assist the librarians and are usually involved in non-routine tasks. They usually head the smallest units of libraries and perform supervisory roles. They also assist librarians in some other intellectual tasks, such as reference services, cataloguing, current awareness services, etc. The support staff constitute the largest force of a library organisation (Aina, 2004). They include those directly involved with library tasks and those tasks that might not be directly related to library activities but complement the whole tasks of the library. Those directly related to library tasks are the library assistants, clerical staff and typists. The library assistants are involved in bibliographic searching, charging and discharging of library materials, filing of cards, copy cataloguing, shelving, shelve reading, while, the typists in the library are involved in typing and duplicating cards entries, etc. Librarians are expected to provide to this staff in-house training in areas of specific tasks they are expected to perform.

Within the support staffs are those that perform non-library tasks such as finance, systems analysis, administration, cleaning, security, etc. Some of these staff possess bachelor's degree while some have masters or doctoral degrees and are highly skilled in their disciplines. The cleaners, messengers, security staff, have secondary school certificates while some are comfortable with first school leaving certificates.

Some Identified Personnel Issues in Nigerian Academic Libraries

Personnel issues in Nigerian academic libraries are multifarious. However, the following personnel issues below will be discussed in this study:

Personnel Motivation:

Motivation of library personnel cannot be underplayed, if the best is expected from them. In fact, job performance cannot be talked of where there is absence of motivation. Motivational impetus for status enhancement in academic libraries as well as other organisations is very desirable. That is, it is a process of stimulating people to action and to achieve a desired task. It makes library personnel more satisfied and to perform their jobs. Odunewu (2005) examined the level of motivation in a Nigerian academic library, and found out that motivators such as good work environment, opportunity to acquire more education while on the job, improved remuneration and job security, are necessary for enhanced productivity. He however reported that the respondents are less satisfied with the level of availability of these motivators.

Other motivators include: promotion, staff training, salary, fringe benefits, job security, physical surroundings, recognition of job done by personnel, and safety. There are many things that will affect staff morale, such as salaries and conditions of service that may be beyond the

direct responsibilities of the immediate library supervisor. But there is a more positive approach to staff motivation, and that is to use training to ensure that every member of staff, at each service point, becomes involved in the activities of the library and becomes part of the library team. Studies on work motivation seem to confirm that motivation improves workers' performance. Another study conducted by Thushel Jayaweera (2015) showed that work motivation mediates the relationship between working conditions and job performance. Similarly, Khan, Azhar, Parveen, Naeem and Sohail (2011) study in Ghana concluded that incentives at workplace had a positive impact on employees' performance.

Furthermore, Aisha, Hardjomidjojo and Yassierli (2013) study found out that incentives, motivation and working conditions have significant effect on employee performance in an Indonesian university. Nevertheless, motivated personnel are inclined to be more productive than unmotivated personnel. Motivated, hard-working and talented personnel generally produce better result than unmotivated, less-talented personnel. Poor motivation in academic libraries is an issue that has been of concern. This has been identified as a cause of depression, frustration of personnel and adversely affects job performance and productivity in academic libraries. In order to make employees satisfied and perform their jobs in academic libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library. Lack of job motivation leads to lethargy and reduces organisation commitment. It is also, a predictor of quitting a job, especially in this era of ICT to organisations that are ready and willing to meet their needs and demands.

Promotion of Personnel

Personnel promotion is desirable in academic libraries. It is an enhancement of personnel status in libraries to occupy vacant positions and handle new responsibilities where old staff have died, retired or resigned. In addition, promotion stimulates self-development and creates interest in the job. Absence of personnel promotion causes frustration and depression which adversely affect the productivity of the personnel in an organisation. In simple terms, according to Abhishek (2016), promotion refers to upward movement in present job leading to greater responsibilities, higher status and better salary. Abhishek (2016) asserted that, the purpose and advantages of promotions are to: recognise employees performance and commitment and motivate him towards better performance; develop competitive spirit among employees for acquiring knowledge and skills for higher level jobs; retain skilled and talented employees; reduce discontent and unrest; and to fill up job's vacant position that is created due to retirement, resignation or demise of an employee. In this case he said, next senior employee will be promoted to the vacant job; utilise more effectively the knowledge and skills of employees; and attract suitable and competent employees.

However, personnel promotion are serious issues in academic libraries, because the employers of these personnel utilise more effectively the knowledge and skills of employees, yet, refuse to promote them. In the past, the above listed statements by Abhishek (2016) and advantages were obtainable in academic libraries. But now, the opposite is obtainable. There is a bottle neck. A librarian, for instance, who is a holder of Master's degree cannot move or be for the Master's degree holder, except the librarian submit additional qualification, which is PhD

including required number of publications. Similarly, assistant library officer without a diploma, higher diploma or degree in library science cannot be promoted to senior cadre as library officer.

As such, the personnel spirit and morale are dampened. They will no more put in their best in promoting library services therefore the library services will be badly affected. The librarian with long years of service will only mark time waiting for his or her date of retirement.

Personnel Development and Training

All libraries aim to have efficient staff in order to provide a good library service to the users they hope to serve, whether that readership is using a public, university, school or private library. However, the role of staff development and training in academic library cannot be overemphasised. Staff development prepares personnel who receive them for some tasks. Oyovwe-Tinuoye and Adogbeji (2013) opined that training of personnel enhances productivity, serves as a useful means of upgrading the human intellect and skills for productive employment. A well-trained and competent staff is an asset to any organisation. The staff required in libraries need to have different competencies. In a situation where library personnel do not have the expertise to carry out task, it becomes imperative that training can be conducted, which will enhance them to handle and meet appropriate users' needs.

This is in line with Azino (2014) assertion that library services require professionally competent staff to meet the needs of its communities. Furthermore, Mabawonku (2005) affirmed that for effective library service delivery, library and information professionals must be tutored and well-grounded to function effectively. Library personnel are expected to deliver quality services in their work environment. They need to build their capacity to do these. They cannot do these without the training/capacity building needed by personnel to deliver services expected of them to users (Eyo, Ogar and Afebende, 2013). Therefore, job performance and efficiency in service delivery can only be ensured through adequate training of library personnel (Eze, 2012). Uzorh (2002) averred that personnel development programme should starts after the recruitment and placement of personnel in an organisation to promote the necessary skills, proficiencies and improves the current and future competence of such personnel.

Interestingly, for any library to grow, training and retaining of all staff in the form of in-house training, workshops, conferences, seminars, professional meetings, on-the-job training, short-courses, visitations to other libraries, among others must be vigorously pursued, and personnel must be mandated to attend to achieve the set goals and objectives of the library (Nkanu, Ebaye and Iyishu, 2011; Eyo et al, 2013; Oyovwe-Tinuoye and Adogbeji, 2013). On the other hand, studies carried out by Bamidele, Omeluzor, Imam and Amadi (2013) revealed that 70% of respondents indicated that they have not attended workshops and seminars. Similarly, a study by Oyovwe-Tinuoye and Adogbeji (2013) also revealed that 10 (35.5%) respondents indicated that they have not been involved in any in-service training. This signified that the most important types of training that ought to have impacted the library services were not provided to the respondents.

Furthermore, 28 (100%) indicated that they have not been opportuned to attend conferences abroad. This showed that personnel who are not opportuned to attend conferences

particularly abroad are limited to local experiences to function in academic libraries. For staff to perform their tasks effectively, libraries should assist personnel to equip themselves with job knowledge, skills and competencies that they think they might require to enable them perform their tasks better. Its benefits must be made obvious and training must be viable, important and relevant to the organisation.

Emergence of Information and Communications Technologies (ICTs) in Nigerian Academic Libraries

Studies revealed that in Nigeria academic libraries today, personnel computer literacy is still very low. The emergence of relevant ICTs, no doubt has led to fundamental, significant and fast-paced changes in the way and manner library and information services are provided. The 21st century academic libraries and librarians in Nigeria are no longer what they used to be. Their work has also moved outside library walls. Many of the library resources that used to be in print forms are being rendered in electronic formats. Any library that is not linked to the Internet would, as it were, be automatically isolating its users from the best of the world's current literature for higher education and research (Nwalo, 2000). Job performance also could be diminished without the right 21st Century tools.

Nevertheless, the emergence of ICT in this 21st Century has caused issues in academic libraries and their personnel. Unavailability and instability of power supply, perennial network problem have adversely affected most academic libraries. On the problems of utilisation of ICT facilities in academic libraries, Nkanu and Eyo (2013) found that inadequate electricity supply is the most prevalent. Computer cannot function without adequate electricity and the equipment necessary for technology can only function properly in a cool air condition environment. Erratic power supply also result in incessant destruction of some ICT facility components which cannot be easily replaced. Citing Fitzgibbons (2008), Bamidele et al (2013), posited that computer skills are requisite for library work in general while the librarians and library assistants must have a high level of knowledge to troubleshoot and assist users in all areas of service need. Library personnel can catch up and adapt to changes in the 21st Century library. This means that any library or organisation that ignores the human factor is likely to appreciate ignorance which may lead to local champion.

But how many librarians and other library personnel are ready to take up these challenges? Librarians and other library personnel still suffer from techno phobia. Some of them cannot operate the computer. Some of them cannot check their e-mail nor assist library users to get information online. This is a serious issue in this ICT age and ICT environment where one finds himself/herself. To buttress this point, library personnel need to seriously embrace ICT to be relevant. Personnel must be flexible, and adapt traditional skills to incorporate the requirements of technological advances.

Work Environment

Work environment plays a crucial role in ensuring employees' job performance. The work environment influences how organisation strives. A conducive work environment makes personnel feel good about coming to work, and this provides the motivation to sustain them throughout the day. Personnel will perform better if the work environment is favourable. Unfortunately, many factors have impeded the work environment of personnel in academic libraries in Nigeria. This is in line with Taiwo (2010) who opined that about 86% of productivity problems reside in the work environment of organisations. These factors include: underfunding of libraries, poor physical environment and Internet connectivity, lack of social/cordial relationship between colleagues, friends and managers, organisational climate and attitude of library managements toward application of ICT in their libraries in this 21st Century, among others.

Unfavourable work environment lowered job performance, productivity, and caused fatigue, personnel turnover, frustration, among others. Leblebici (2012) stated that low performance leads to occupational issues such as absenteeism. Hazardous substances in the physical work environment can affect the health and safety of personnel (European Commission, 2013; World Health Organisation, 2013 and 2017). The work environment should be comfortable to enable them carry out their duties. Furthermore, the older personnel need to replicate themselves by training and sharing ideas, criticising young personnel on the job. Moreover, a conducive work environments if properly improved upon are strong determinants of job performance, efficiency and productivity of personnel in academic libraries. It also motivates them to put in their best. Thus, personnel job performance depends on the factors of workplace environment.

Work Stress in Work Environment

The workplace is an important source of both demands and pressures causing stress, and structural and social workplace factors that have been found to be associated with stress and health risks that can be categorised as those to do with the social content of work and those to do with the social and organisational context of work. Another word for stress is tension or anxiety. In today's economic difficulty, work related stress is even more pronounced than ever before. Thus stress in workplace can cause frustration, depression, fatigue, among others which could adversely affect the efficiency and productivity of personnel in an organisation. The personnel always find themselves under pressure to meet the information demand of their users.

However, in academic libraries, some tasks are of course inherently more stressful than others. Some librarians working in academic environments serve as librarians and as educators. In technical services department, activities are sensitive, painstaking, tasking and required intelligence and emotional stability. Similarly, personnel spent so many hours at work with their eyes glued to materials, which may be stressful. Personnel are also stressed up during accreditation where fire brigade approach is always adopted by the parent institutions to approving and releasing of funds for acquisition of information materials, renovation of old

structures, among others. The personnel are prone to high-risk of stress (Eyo, 2017). Stress in personnel work environment affects personnel health which could lead to a complete breakdown in their health. The researchers opined that once the personnel are stressed up at their workplace, they have high potential of getting their job done very slowly and this will adversely affect the personnel performance and the achievement of library set goals.

Furthermore, Awake (2002) posited that many people die prematurely in organisations as a result of stress at work, while many other workers spend most of their working days in irritation with their colleagues. Awake also (2013:3) highlighted the health implication as follows: the muscle will remain tense, the pulse rate and blood pressure stay high, elevated levels of cholesterol, fats, sugar, hormones, and other chemicals higher in blood, headache, spasm, neck, irritable, bowel syndrome, diarrhea and esophageal spasm, stroke, heart attack, kidney failure, cardiovascular problem and diabetes. As stress affects the health and wellbeing of personnel, stress could also affect the productivity of the personnel in an organisation. Stress leads to high staff turnover, an increase in sickness, early retirement, reduced work performance and users satisfaction. Nigerian academic libraries should be keen to study the problems of stress encountered in their work environment as to manage it to increase efficiency.

Methodology

Three academic institutions in Cross River State in South-south, Nigeria were involved in this study. The institutions include: Cross River University of Technology (CRUTECH), Calabar, College of Education (COE), Akamkpa and College of Health Technology (COHTECH), Calabar. The participants of this study include 56 personnel – (librarians, para-professionals and library assistants) working in academic libraries in Cross River State in South-south, Nigeria. The participants in CRUTECH are 33; COE 13 and COHTECH 10. These institutions are owned and funded by the state government.

Survey research design was adopted for this study. The total enumeration technique was also adopted to cover all the 56 personnel in the entire 3 academic libraries involved in the study. This is in line with Bernard (2012) assertion that if the population is not so large the entire population should be used for the study. The instrument used for data collection is a questionnaire. The instrument was validated. This made the instrument valid for the study. Data collected through questionnaire were analysed using descriptive statistics such as tables and percentages.

Findings and discussions

Table 1

Questionnaire distribution

Academic Libraries	No. Distributed	No. Returned	Response %
Cross River University of Technology (CRUTECH), Calabar library, Cross River State.	40	33	58.9
College of Education (COE), Akamkpa library, Cross River State.	20	13	23.2
College of Health Technology (COHTECH), Calabar library, Cross River State.	15	10	17.9
Total	75	56	100%

Table 1 shows the distribution of questionnaire to personnel in academic libraries in Cross River State in South-south, Nigeria. It shows that only 56 usable questionnaire were completed and returned, summing up to 100%. Of the 56 questionnaire returned, 33 (58.9%) respondents were personnel from CRUTECH, Calabar library, 13 (23.2%) from COE, Akamkpa library and 10 (17.9%) from COHTECH, Calabar library. The respondents were asked to tick the identified personnel issues in their academic libraries. The findings of the survey are shown in Table 2.

-Table 2

Identified personnel issues in academic libraries in Cross Rivers State in South-south, Nigeria

S/N	Identified personnel issues in academic Libraries	No. of Respondents	Percentage
1	Poor motivation.	56	100%
2	Unfavourable work environment.	50	89.3%
3	Lack of opportunity for further education/training.	56	100%
4	Absence of opportunity for progressive promotion.	45	80.4%
5	Work stress in the work environment.	50	89.3%
6	Emergence of ICT in academic libraries.	56	100%
7	Lack of utilisation of ICT facilities by personnel for	50	89.3%

	library service delivery.		
8	Lack of participation in library management.	45	80.4%
9	Lack of supervisors' support on-the-job.	45	80.4%
10	Lack of expected job knowledge/skills for service delivery.	56	100%

Table 2 shows the identified personnel issues that abound in academic libraries in Cross River State in South-south, Nigeria. However, poor motivation 56 (100%), lack of opportunity for further education/training 56 (100%), emergence of ICT in academic libraries 56 (100%), lack of expected job knowledge/skills for service delivery 56 (100%), are the top most as 56 respondents (100%) strongly agreed that personnel issues abound in the various academic libraries in Cross River State, Nigeria. On the other hand, Unfavourable work environment 50 (89.3%), Work stress in the work environment 50 (89.3%), Lack of utilisation of ICT facilities by personnel for library service delivery 50 (89.3%), Absence of opportunity for progressive promotion 45 (80.4%), Lack of participation in library management 45 (80.4%), Lack of supervisors' support on-the-job 45 (80.4%) are the less strongly agreed reported by respondents. The likely impacts of personnel issues were put across to the respondents in order to know whether these are applicable to them. This is presented in Table 3.

Table 3

Impacts of personnel issues in academic libraries in Cross River State in South-south, Nigeria

S/N	Impacts of personnel issues in academic Libraries	No. of Respondents	Percentage
1	Work stress	56	100%
2	Low productivity	56	100%
3	Lateness to work	35	62.5%
4	Absenteeism with flimsy excuses	35	62.5%
5	Emotional instability	56	100%
6	Absence of organisational commitment	56	100%
7	Low job performance	56	100%
8	Sickness of all kind	56	100%
9	Low concentration in assigned duties	45	80.4%
10	Reduction in users' satisfaction	50	89.3%
11	Early retirement of personnel	40	71.4%
12	Personnel turnover	50	89.3%

Table 3 shows impacts of personnel issues in academic libraries in South-south, Nigeria. The study revealed that personnel issues in academic libraries in Cross River State in South-south, Nigeria have adverse effects in these academic libraries. These were indicated by the respondents as follows: Work stress 56 (100%), Low productivity 56 (100%), Emotional instability 56

(100%), Absence of organisational commitment 56 (100%), Low job performance 56 (100%), sickness of all kind 56 (100%), which ranked highest, followed by Reduction in users' satisfaction 50 (89.3%) and Personnel turnover 50 (89.3%), Low concentration in assigned duties 45 (80.4%), Early retirement of personnel 40 (71.4%), Lateness to work 35 (62.5%), Absenteeism with flimsy excuses 35 (62.5%) respectively.

Discussion

The study shows that personnel issues abound in academic libraries in Cross River State in South-south, Nigeria. Identified personnel issues by respondents include: poor motivation, lack of opportunity for further education/training, emergence of ICT in academic libraries, lack of expected job knowledge/skills for service delivery, unfavourable work environment, work stress in the work environment, lack of utilisation of ICT facilities by personnel for library service delivery, absence of opportunity for progressive promotion, lack of participation in library management, lack of supervisors' support on-the-job. This is in line with Taiwo (2010) affirmation that about 86% of productivity problems reside in the work environment of organisation. If the identified personnel issues in Nigerian academic libraries are not effectively curbed and managed, these will have adverse effects on library, personnel and effective and efficient service delivery to users. It is therefore imperative for management in any organisation, including libraries to tactfully study the work environment, identify the personnel issues of their employees, accord high priority to such so as to enjoy the contributions of the personnel in form of high job performance.

Furthermore, the study also showed the impacts of personnel issues on personnel themselves and academic libraries. These impacts include: work stress, low productivity, emotional instability, absence of organisational commitment, low job performance, sickness of all kind, reduction in users' satisfaction, personnel turnover, low concentration in assigned duties, early retirement of personnel, lateness to work, absenteeism with flimsy excuses. More so, the quality of comforts derivable from work environment determines the level of job performance of personnel. Furthermore, for an organisation to remain alive, it must adapt to its environment, it must ensure that strong forces in the environment do not lead to its demise (Eyo, Ogar and Afebende, 2013). Unfavourable work environment lowered job performance, productivity, caused stress, sickness of different kind, personnel turnover, among others.

Conclusion

A well-managed organisation usually sees personnel as the root source of quality and productivity gains. Such organisations do not look to capital investment, but to employees, as the fundamental source of improvement. Every academic library, the state government, management of the parent institutions and library managements, are expected to take personnel issues very seriously if it wants to achieve its set goals and objectives. However, job performance cannot be talked of where there is absence of personnel motivation, personnel promotion, personnel development/training/retraining, favourable work environment, adoption and utilisation of ICT

facilities to deliver services to users, as well as, presence of work stress in work environment. Personnel issues in work environment are harmful to personnel and their workplace. These could affect the health and well-being of personnel thereby leading to a complete breakdown in their health as well as inefficiency and low productivity.

Nigerian academic libraries should be keen to study the problems personnel encountered in their work environment so as to manage it properly to increase efficiency. Finally, to effectively prevent it, the causes of personnel issues in academic libraries should be determined first, before prevention.

Recommendations

The paper recommends that personnel issues in academic libraries in Cross River State in South-south, Nigeria should be given serious and adequate attention. However, the following are recommended to curb personnel issues in academic libraries in Cross River State, Nigeria:

1. The state government, academic institution administrators and Library management, should show serious concern in personnel issues in academic libraries in Cross River State, Nigeria to reduce these issues to their barest minimum.
2. To effectively curb personnel issues in academic libraries, the causes should be determined by the government, academic institutions authorities and library management to make personnel happy and productive in their work environment,
3. Personnel in Nigerian academic libraries should be continuously developed and trained to acquire the needed job knowledge, skills, abilities and competencies for effective library services provision of quality services to users. This will enhance job performance and improve productivity in academic libraries.
4. Personnel cannot deny the fact that ICTs have come to stay. Personnel need training and retraining so as to improve their ICT competencies to be able to use ICT facilities to avoid the risk of obsolescence and irrelevance in the scheme of things.
5. Stress in work environment cannot be avoided but could be managed. Personnel should embraced stress management education for adequate mental and physical relaxation. Since health is wealth.
6. Personnel should eat healthily, exercise, get plenty of sleep and drink plenty of water for detoxification of toxins from their body.
7. Work environment should be favourable, socially as well as friendly for enhanced job performance, productivity and growth of the organisation.

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