IJAAR PUBLISHING®

International Journal of Education and National Development | ISSN: 3027-0626
Vol. 2, Issue 1 (January-March, 2024) | www.ijaar.org

THE IMPACT OF WORK ENVIRONMENT ON ACADEMIC STAFF PERFORMANCE IN THE SCHOOL OF BUSINESS STUDIES OF NIGER STATE POLYTECHNIC, BIDA CAMPUS.

BY

Yakubu Ayuba Woru
Department of Banking and Finance
Niger State Polytechnic Zungeru, Bida Campus.

Mohammed Nura Adamu
Department of Business Administration & Management
Niger State Polytechnic, Zungeru, Bida Campus

John Gana
Department of Business Administration & Management
Niger State Polytechnic, Zungeru, Bida Campus

Alhaji Yahaya Danjuma
Department of Banking and Finance
Niger State Polytechnic Zungeru, Bida Campus.

ABSTRACT

The problems of insufficient working environment coupled with low performance of academic staff in the high education sector in low and middle-income countries like Nigeria, is receiving increased global attention. As such, this study was conducted to examine the impact of the prevalent work environment on academic staff job performance in the School of Business Studies of Niger state polytechnic, Bida campus. The descriptive research design was adopted with a population of 58 staff across the four departments within the school, both stratified and simple random sampling techniques were adopted. Data were collected through a questionnaire administered to academic staff and were analyzed using descriptive statistics that includes tables and percentages, hypotheses were tested using Chi-square. From the findings of the study revealed that work environment has a significant relationship with academic staff performance of the school of business studies in Niger state polytechnic, Bida campus. It is also recommended that government, proprietors, education regulatory bodies and all stakeholders in the academia should ensure that conducive work environment is provided to motivate lecturers to increase their level of productivity.

***Keywords**: Work environment, performance, stress, workload, academic staff*

Woru, A. Y., Adamu, N. M., Gana, J. & Danjuma, Y. A. (2024). The Impact of Work Environment on Academic Staff Performance in the School of Business Studies of Niger State Polytechnic, Bida Campus. *International Journal of Education and National Development*. 2(1), 34-51.

INTRODUCTION

Tertiary institutions across the globe, are identified as the most complex and critical engines for teaching, research, community impact, and economic development. This complexity necessitates a degree of proficiency, scholarship, and proven erudition from tertiary institutions academic staff. The achievement of this becomes imperative because universities, by their distinctive nature, are required to be a fountain of competency, governance, and partnership. Central to the achievement of the objectives are the teaching staff (lecturers) whose responsibilities are fundamental to ensuring continued existence, sustenance, and success of the university system. The quantity and quality of the required academic staff make the difference in any university education system. (Oziengbe & Obhiosa, 2014; Saka & Salami, 2014).

In Nigeria, the increasing number of tertiary institutions, coupled with the insufficient number of qualified academic staff, has become worrisome, especially in public universities. Nigeria's university education has been faced with a high degree of apprehension and recurrent crises of different kinds which have ultimately resulted in the incessant strike embarked upon by various academic staff unions such as ASUU & ASUP. There are crises of internal governance and vulnerability, favouritism, unsatisfactory work situations such as poor condition of services (Gberevbie, 2008; Ibidunni et al., 2016), severe administrative and organisational structure (Osibanjo et al., 2014); under-funding (Ajayi & Ekundayo, 2010) and inadequate learning and teaching facilities (Abdulsalam & Mawoli, 2012; NUC, 2019); poor relationship with supervisors and colleagues (Asmui et al., 2012); crises of employment relationship (Adeniji &Osibanjo, 2012; Ojeifo, 2014) and continuity (Oredein & Alao, 2010); brain drain, rising absenteeism, and attrition (Gberevbie, 2008; Salau et al., 2018). Of all the crises, unsatisfactory working conditions (Salau et al., 2018; Obateru, 2013), under-funding (Okebukonla, 2008), rising absenteeism and brain-drain (Ige, 2014; Okoro et al., 2014) have been recognised as most critical and worrisome (Adeyemi & Ekundayo, 2010; NUC, 2015; Nwagwu, 2015).

It need not to be overemphasized that funding is paramount in the educational institution. No educational system can develop beyond the level of its funding. In an educational institution, the fund is required for the payment of remunerations, and other benefits to staff, purchasing of needed facilities, construction and repair of building and administration of the institution daily (Igbinoba et al., 2019; Salau, 2017; Statisense, 2019) indicated that. UNESCO declared that "for effective funding of education, 26% of the Gross Domestic Product (GDP) of each country in the world must be allocated to education" (Kpolovie & Obilor, 2013; Oyetakin et al., 2012; UNESCO, 2010). The case of Nigeria over the years, however, portends a noncompliance with this standard. Allocation to the education sector has been meager when compared to the annual budget, and this invariably affects employment relationship and continuity.

Nigerians have criticized the government for proposing an allocation lower than 26% of national budget "recommended" by the United Nations Educational, Scientific and Cultural Organization (UNESCO) to the education sector. A sum of 691.07 billion constituting 6.7% has been allocated to Nigeria's Federal Ministry of Education in the 2020 national budget (Budget Office of the Federation, 2020: Abiodun & Oyebanji, 2011). Extant literature has shown that if this declining trend in percentage continues, envision 2030 sustainable development goals (SDGs), especially SDG Goal 4: Quality Education, may be challenging to achieve. Research has shown that lecturers leave Africa every year with Nigeria accounting for the bulk of the number.

Inadequate funding has been identified as the primary reason for the rot and challenges in the education sector, especially tertiary education, which has led to frequent strikes by teaching and nonteaching staff since the early 1990s. Indeed, the Federal Government's allocation to education in the last 10 years has been miserly. Out of a budget of N55.19 trillion, only N3.90 trillion or 7.07% was allocated to the sector. Within the sphere of academics, available evidence indicates that academic staff resign from their jobs typically as a result of the inadequate reward system and poor working conditions such as infrastructural neglect and deterring conditions of service (Ologunde et al., 2013).

STATEMENT OF RESEARCH PROBLEM

Less attention has been paid to workplace environment and moreover, employers and employees are not aware of the influence and hidden dynamics of the workplace environment. According to Hammed and Amjed (2009), the workplace environment its significance and related issues are mostly ignored. Many workplace factors influence employee's productivity. It is not just a twist of that new programs addressing lifestyle changes, work life balance, health and fitness previously that were not considered key benefits are now primary considerations of potential employees, and common practices among the most admired organizations. Research has shown that workplace environment is having a greater impact on the performance and attitude of employees.

However, the work place environment in a majority of state-owned tertiary institutions is appalling and little has been done to mitigate the situation. This is supported by the fact most of the universities in question have: poor organizational climate; educational facilities and equipment that are dilapidated; lecture rooms that are overcrowded; poorly designed lecture rooms and laboratories; unsuitable furniture; inappropriate lighting; insufficient safety measures in fire emergencies; and lack of personal protective equipment for staff, among others. Academic staff working in such environment is prone to occupational hazards, leave a lone, impairing effective delivery of tertiary education and service. This inevitably in one way or the other is likely to have impact on academic staff's job performance. However, no empirical study has been conducted to establish the impact of the prevalent work environment on academic staff job performance in the School of Business Studies. Thus, this study is set to address this literature gap.

OBJECTIVES OF THE STUDY

The main objective of the research study is to ascertain how the working environment of the organization affect the performance of employees. Other specific objectives include:

i. Determine if a safe workplace influences employee performance.
ii. To determine the component of workplace environment that affects the performance of employees.

RESEARCH QUESTIONS

i. Does safe workplace influence employee performance?
ii. What component of the workplace environment affects employee performance?

RESEARCH HYPOTHESIS

H_0: Work environment has no significant relationship with academic staff performance.

H_1: Work environment has a significant relationship with academic staff performance.

SIGNIFICANCE OF THE STUDY

The study at its completion will benefit managers, employees and the organization as a whole as well as other organizations. The primary concern of the study is to understand that work environment is very important and have a positive influence on employees' performance in an organization. It is also anticipated that the findings of the study will pave way for the authorities of the organizations to accept the variables that affect the employees' work environment and their performance in the organization. The relevance of the study on the part of managers of the organization is hoped to help them to work on their relationship with subordinates. And also address affecting the employees and their immediate environment likewise, the research at the end will also help employees air out their grievances to the organization and managers. The study will serve as a back ground information for promoting and advocating good environment for improved performance of the employees of the organization. It will also serve as a background information for future research of the same topic and as a blue print for determining the actual work environment on employee's performance in an organization.

LITERATURE REVIEW

WORK ENVIRONMENT

The work environment refers to day to day efficiency in work and productivity including how the work is being done, where it is being done and when was it done and all the elements associated with it which are required to do that work comes under the work environment (Jena, 2016). The career development of any employee can be improved if they pursue good opportunities with healthy and positive work environment which is comfortable and satisfactory to work in and helps in achieving both individual and organizational success with alignment of its core values. Work environment is said to be the physical settings or conditions, social features, all other aspects that are directly or indirectly affecting performance in a job of an employee and all the organization in general comes under the term work environment. These elements of work environment can impact in various ways like it may influence the wellbeing of an individual, relationship with colleagues at organization, collaboration, efficiency, health of employee and more (Awan, 2015). Company culture, condition where work in being done, physical working conditions are few elements that signifies the work environment at any organization (Ali, 2016). The employees having positive and a healthy mental condition at work provided with a good and positive work situations is having motivational strength in obtaining desired organizational results and such employees may outperform with exceptional outcomes. The persistence of motivation in an employee is considered a driving force in achieving desired goals with positivity and satisfaction (Bushiri, 2017). A contribution process with determining perseverance, intensity and direction to meet objectives and targets is a measure of individual and group performance and analyzing how well the targets are being achieved (Franklin Dang Kum, 2014). The workplace environment is simply a physical location where an employee performs their daily tasks (Genzorová, 2017). The place could either be as small and private as a home office or as public and big as any big organization, industry. The work area is one significant social place where a centric concept for various things and multiple activities take place on daily basis which are very important in shaping one organization and even one's future of the career they have (Satyvendra, 2019). The advancement in technology with newer and more integrated communication system have led to a newer way of working such as virtual workspaces, this is a kind of workplace which is not found in its physical form but it does exist and multiple activities takes place within this system. Other typical and traditional work environment includes the workplace itself, the structure of the workplace, air quality, noise

levels, temperature, other benefits like coffee stations, parking lots, childcare facilities and much more. A workplace environment which is thought to be perfect or at least close to perfect is the one which makes the employees feel secure, safe, stress free, engaged, motivated, and satisfied doing their job in, they feel the place is like their second home to them. The employee is enthusiastic coming to work daily and gets enough time to spend with his/her family as well. The engagement scholars such as Schaufeli et al. (2006) refers the positive work environment as "absorption, dedication and vigor" addressing the non-work and work roles at working place. Employees working in a positive and systematic work environment is confident in their work and feel their work is not demanding more than what is required from them, they are nor using up their family time at work or other non-work meaningful activities and roles they have for achieving the work targets they have (Nátalia Stalmašeková, 2017). They are positively and emotionally connected with their work which are characterized with good and positive feelings and vibes, they experience goodness and conduction of positivity, liveliness in doing it. They have great balance over work and private life, these individuals have feeling of appreciation, and have a good fit of their capabilities with work requirements. Anything existing and surrounding the individuals can easily affect while he is working is a work environment (Ali, 2016). Both the external and the internal conditions influencing work spirits resulting in effecting the work of any employee in their performances is known to be workplace environment. A decent workplace environment is a place where employees can perform their job securely, ideally, in healthy atmosphere, in their comfort zone, with stress-free condition. Various studies have categorized the working environment of many organizations to be toxic and conducive as found in the research by Chaddha, Pandey and Noida, 2011; Metiboba, 2012; Assaf and Alswalha, 2013; Akinyele, 2010 these are few of many research papers who identified the work environment practiced in organizations to be unhealthy and imperfect. (Genzorová, 2017) believed the layout and design of an organization particularly the physical conditions influence on the work behavior of an employee. Banking system is important for the economy (Ugurlu,2019). An indicated by (Nátalia Stalmašeková, 2017), few factors influencing work conditions are water supply both fresh drinking and using, cleanliness, coloring, lighting, music, security, temperature, and ventilation. Various studies on work environment stated employees show their satisfaction through the work environment they have been provided with. The features that included in work environment and preferred by the employees which are contributing to their workspaces performances and satisfaction are sufficient natural lighting, ventilation, acoustic environmental conditions, air quality, good smell, temperature Veitch, Charles, Geerts and Marquardt, 2008. Ergonomic furniture has also been discussed to have positive impact on health of workers, therefore employees' productivity level in a study by Hameed and Amjad, 2009; Manu & Sinosh, (2016); Massoudi & Hamdi, (2017). A survey was conducted in 31 branches of a particular bank which confirmed that having an ergonomic and a convenient design in office encourages work staff in increasing and improving their performances greatly at work. The author Chandrasekar, 2011 also asserted unhealthy and unsafe working conditions such as poorly ventilated workspace, immoderate noise, inadequacy in lighting, poor air quality, inappropriate temperature influence employees'' productivity and destroy their health and mind.

CLASSIFICATION OF WORK ENVIRONMENT

There are many different types of work environment. Several attempts have been made to put the different types in an organized way, as seen with the Holland Codes proposed by Holland (2015), a psychologist with an interest in matching people with work environments that suit their personalities. Holland's approach to the types of work environment looked at the nature

of the work done. He identified six different environments: realistic, social, enterprising, artistic, investigative, and conventional.

In realistic environments, work is more hands on, while investigative environments place a high priority on thinking and theoretical discussions. Enterprising environments involve more self-initiative to start and innovate projects. Conventional work environments use set protocols and routines, such as databasing customer information, while artistic environments promote creativity and the production of works of art. social work environments involve a high degree of interaction, as seen in customer service and teaching (Ali, 2016).

Another way to look at work environments is to assess the physical surroundings, differentiating between offices, warehouses, retail stores, scientific research facilities, fieldwork sites, and so forth. These work environments may be suited to different kinds of personalities and career goals.

The physical environment can also have an impact on suitability for work; some people do not enjoy the rigid and controlled climate of a lab, for instance, or prefer working outdoors. Concerns about conditions in different types of work environment may be an issue for some job seekers with worries about their ability to thrive in physically demanding or boring environments (Satyeyendra, 2019).

The social and psychological climate can also be a metric to use when distinguishing between different types of work environment. Some workplaces have very rigid chains of command, while others may be more flexible and egalitarian. Employees may be encouraged to participate, offer feedback, and shape their environment, or could be expected to focus on tasks without criticizing their employers or supervisors. Some workplace climates can become hostile because of a tolerance for harassment or ferocious competition, while others are more friendly and relaxed.

Sharma&Sharma (2020) classify work environment as physical environment and social environment and administrative environment.

- The Physical Environment includes Work Load, Technology/Equipment, Availability of material supply, Shift timings, Working hours and etc.
- The Social Environment also consist of Interpersonal Relations, Multiple teams, Management Style / Support, Status at work, Autonomy, Decision Making, Culture and Climate.
- The last one which is Administrative Environment comprises Organizational Structure, Organizational Goals, Policies for Promotion, Leave, Transfer and Performance Evaluation

DESTRUCTIVE WORKING ENVIRONMENT

A toxic work environment diversely effects employees starting from their health issues and mental conditions. A toxic environment at work can be characterized as stressful working conditions, restricted information flow, unclear work task, inflexible work situations, lack of communication with supervisor and amongst coworkers, misunderstanding amongst colleagues and upper level of management, all these gaps and issues may create real objective and message of an organization to get defamed and workers may get unclear messages which may create insufficient understanding or even be incorrect in worst situations (Ali, 2016). Imbalance in work-life of an employee could also be one major factor for poor performance level from an employee. The employees maybe facing an issue on getting time off from work when they require it (Sohel & Raihan, 2020). Organizational culture could be another most

significant toxic trait of any organization, for instance maybe an organization is prioritizing the results to achieve organization's objectives in the expense their workforce retention, satisfaction at work, their mental health. These toxic traits and worse working conditions in an organization may not give required attention to their workforce wellbeing resulting in bad influence in the organizational image and in worse situation even decline of organizational success. If such organizational behavior stays for a long term the organization may exacerbate the situation even more and influence the workers performance badly that may give big losses to the organizations and not meeting targets and objectives with desired expected results and in desired time (Genzorová, 2017).

JOB STRESS.

Individuals are pressurized with meeting demands with insufficient resources provided to them effects their physical and psychological health, this state is called stress. Stress created in individuals cannot be compared to other individuals, therefore there is not exact measure of stress which could be considered for all. Achievements of goals are weakened for both individuals and/or organizations if an individual is in stress (Talukda & Galang, 2021). The key principles which help in preventing work stress includes opportunities given to employees in participating freely in his/her working situations, to bring in positive changes in development of their skills and improvement in their work, technology used to help them to efficiently perform their work with ease and adapting to mental aptitudes and physical conditions in their own way. Organizational works, job content and daily targets should be designed in such a manner that individuals' performing them are not exposed to in any case to the mental or physical stress which, maybe a leading fact to accidents or illnesses. Remuneration forms and work hours distribution should also be considered while designing jobs, restricted and excessively controlled work design should be limited and/or avoided; the work should be such that it gives opportunities to learn new things, variety in daily tasks, social interactions, training, and coherence between various operations at work. It should give opportunities for vocational and personal development and self-determination, create professional responsibilities (Zhou et' al, 2016).

CONSTRUCTIVE WORKING ENVIRONMENT

The work conditions which balance both the happiness of the employees at work and also prioritizes success of organization is referred as having a positive and near to perfect work environment (Kamarulzaman, 2018).An organization which cares for its staff and ensures the organizational includes balance of work-life easier for its employees such as flexible working conditions for instance allowing the employees to work from home when they need it, having unobstructed flow of ideas between employees and managers with no fear to experiencing mean compliments and negative criticism, pay off policies, reasonable vacation periods etc. While designing the work environment, the interior and exterior spaces of an organization should be considered, it should be designed in such a way that it is spacious enough for the employees to perform their work, it should not interrupt their privacy at the same time ensuring their work has transparency and are not questionable, separate rooms or places for lunch and meeting rooms should be included (Awan, 2015). Apart from spaces in office there are numerous more factors to focus on like opportunities for employees such as activities, trips, trainings, discussions that may increase employees' morale helping them to feel good and achieve goals of organization (Kamarulzaman, 2018). Employees should have clear knowledge of organizational mission and objectives. Organization is also responsible to take good care of their employees in respect to their wellbeing like giving them sick leaves, having their health insurances, paid off leaves, vacations, trips etc. These were few of the considerations which have been mentioned there are more factors that should be considered

for creating a workplace with positivity and a healthy environment which encourages growth (Bushiri, 2017). Precisely, humanely treatment giving to employees but rather not using them as tools in an organization is key success factor for any workplace environment.

EMPLOYEE PERFORMANCE

Amongst the main issues of the current organizations is the employees' performance level in yielding desired results. Prior studies have had studied employees' performances via various aspects which were found in the domain of the organizational behavior- OB and the human resources-HR (Mohammed & Ali, 2019). Having an effective human resource management in an organization means to have an efficient workforce with an improved work performances which is an essential part of any organization to meet the desired results and success. Whereas the performance of employees is the significant achievement of the task after the execution of employees' efforts on the work. The performance of employees is imperative for the organizational success (Genzorová, 2017). Previous research suggested the deployment of lucrative incentives schemes for motivating their employees for their meaningful and useful participation at job would give out remarkable results (Hermina, 2019). Simultaneously, few but prominent fragmented sources gave of evidence that employees are escalated by financial rewards and offers thus elevating their performance level. More sources show offers such as promotions, participations, and appraisals motivate the employees to perform better with devotion and dedication (Mohamed, 2016). There has been an unpredictable growth in the business market environment as per the competition intensity.

The organizations are being challenged to keep up with the fast-paced changes in the market to meet new standards in market. Thereby, these challenges could be accepted and achieved only by keeping the work staff on their toes, keeping them aware of the new market trends with updates standards improving their performances at work (Awan, 2015). If the new challenges are not met an organization would face various alarming problems which may put their organizations at risk (Ali, 2016). The organizational objectives could be achieved via determination (Firmansyah, 2020). The organizational resources and valuable assets in abundance are meaningless until the employees' performance is not appropriately allocated in achieving organizational goals and objectives with meeting targets timely (Bushiri, 2014). The performance of employees are the work quality employees perform and the achievement of the objectives in accordance with the employees' responsibility they have been assigned with. Another research by (Genzorová, 2017), refers to performance of employees as work standards, predetermined criteria, targets, objectives achieved within a certain time and achieved desired results individually and as a team is a successful employee, performance. (Nur Shifaa Athirah Saidi1, 2019) describes performance level of employees simply as the doings of the individual with the assigned responsibilities. The management of performance refers to the activities carried out by the upper management in improving the performances of individual employees, to achieve organizational goals collectively including individual work and group works of an organization (Genzorová, 2017). (Franklin Dang Kum, 2014) stated an action or actions of employees doing in carrying out work in achieving objectives of organization.

The performance is a series and combination of traits, abilities, and skills that employees have for execution in the appropriate time and where it is required for achieving goals in time with desired outcomes (Mathew, 2015). For a better understanding of the jobs, the relationship between people, situational factors, performance, productivity and all these aspects are to be analyzed. Job performance is considered one of the significant factors influencing the organizational profitability (Nátalia Stalmašeková, 2017). Employees'

performance is a leading factor for achieving business success (Hermina, 2019). The individual performance level in achieving tasks is not only beneficial for the organization but it also creates a satisfaction level within the employees itself (Kamarulzaman, 2018). The behavior and/or activities executed for accomplishing objectives and goals of an organization is known to be employee performance (Yingjun, 2019). The work done by individuals and/or groups in each time to achieve task reflecting the quality of work done to accomplish objectives is called job performance (Satyvendra, 2019). This is an essential component of any organization which greatly influence organizational success and its sustainability in long run. Various factors influence performance level in job of an employee which includes physical working environment, standardized operating procedures and policies, meaningfulness in work done, equipment being used for doing the work, reward in the system (good/bad), performance expectancies, performance feedback, skills, knowledge, attitudes, and behaviors (Okasheh, 2017). The physical working environment is a vast and prominent aspect under the work environment which greatly influence the performance and productivity of the employees and has been vastly researched and studied as it can intervene, hinder, and/or set limits of the series of work behavior displayed by employees having potential influence on the task being performed.

THEORETICAL FRAMEWORK

This study is underpinned by Fredrick Herzberg's Theory which states that employee satisfaction is a two-dimensional bridge of "hygiene" and motivation. Hygiene issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment while motivators, such as recognition and achievement, make workers more productive, creative and committed.

Frederick Herzberg labeled these factors as motivators (because each was associated with intense effort and good performance) such as working condition and job security; and hygiene factors, such as recognition and advancement. This hygiene factor is the dissatisfier, while motivators are the satisfier of employees. Herzberg found job dissatisfaction to be associated primarily with elements in the working conditions. So, working conditions and performance is related to this theory because according to Herzberg's interpretation, an individual will experience no job dissatisfaction when he or she has no grievances about hygiene factors, therefore if this happens, the employee will be satisfied leading to a boost in his or her performance.

METHODOLOGY

Descriptive research design was used for the research, it is concerned with finding out who, what, where, when or how much (Cooper & Pamela, Schindler, 2014). The research design was used to measure the impact of work environment on employee performance.The population of the study includes academic staff of the school of Business Studies of Niger Sate Polytechnic, Zungeru. The school comprises of four (4) departments whose academic staff are summed up to 58. The sample size was 51 which was determined through the use of yaro-yamani at 5% level of significance. In terms of sampling technique for the purpose of this research, two sampling techniques were adopted. The first one is the stratified sampling technique which was used due to the heterogeneous nature of the population that comprises of different departments. The simple random sampling was applied in selecting respondents from above listed departments in the school of business studies in order to provide equal opportunity for every employee in the departments to be selected as a sample.Data was collected from all relevant sources, secondary (journals, periodicals, textbooks, websites, etc) and primary (questionnaires).In this research work descriptive statistics is adopted and this

include the use of simple percentage and tabulation as analytical tool for the study. Chi-square test was used to test the hypothesis formulated for the study. The test was carried out at 5% level of significance.

DATA PRESENTATION AND ANALYSIS

This sectionanalyzes, interpret and present the data that was obtained from the field, test hypotheses earlier formulated and present major findings.

TABLE 1: DEMOGRAPHY OF RESPONDENTS

VARIABLES	RESPONSES/OPTIONS	FREQUENCY	PERCENTAGE (%)
Gender	Male	48	94
	Female	03	6
Total		**51**	**100**
Educational Qualifications	HND/BSC	08	16
	MSC/MBA	39	76
	Ph.D	04	8
Total		**51**	**100**
Age	25 - 35	03	6
	36 - 45	40	78
	46 and above	08	16
	Total	**51**	**100**
Working Experience	1 – 10 years	20	39
	11 – 20 years	18	35
	21 years & above	13	26
	Total	**51**	**100**

SOURCE: QUESTIONNAIRE ADMINISTERED, 2024.

The table above revealed that 48 respondents representing 94% are male, while 03 respondents representing 6% are female. This indicates that male constitute the majority of the respondents. The table also showed that 08 respondents representing 16% had either Bsc/HND qualification, 39respondents representing 76% had either MSc or MBA qualification, 04 respondents representing 8% had Ph. D qualification, Therefore, it can be concluded that respondents that have MSc or MBA qualification constitute the majority. It was further revealed by the table that revealed that 03 respondents representing 6% are between the age of 25 to 35 years, 40 respondents representing 78% are between the ages of 36 - 45 years while 08 respondents representing 16% are between the ages 46 and above. Therefore, majority of respondents are between the ages of 36 to 45 years. Finally, it was indicated in the table that majority 20 (39%) of the respondents' years of experience in Niger State Polytechnic ranges between 1-10years, followed by 11 - 20years 12 (40%) and the least 13 (26%) spent 21 years and above. This implies that majority of the respondents have spent between 1-10years in the institution.

TABLE 2: RESPONSES TO RESEARCH QUESTIONS

RESEARCH QUESTIONS	RESPONSES/OPTIONS	FREQUENCY	PERCENTAGE (%)
The offices of lecturers are well designed & ventilated.	Strongly Agree	16	31
	Agree	26	51
	Neutral	02	4
	Strongly Disagree	06	12
	Disagree	01	2
	Total	**51**	**100**
Offices are fully equipped with modern and comfortable tables and desks.	Strongly Agreed	30	59
	Agreed	10	19
	Neutral	-	-
	Disagreed	07	14
	Strongly Disagreed	04	8
	Total	**51**	**100**
Offices are fitted with functional air conditioner.	Strongly Agreed	46	90
	Agreed	05	10
	Neutral	-	-
	Disagreed	-	-
	Strongly Disagreed	-	-
	Total	**51**	**100**
There isavailability of adequate internet enabled computers.	Strongly Agreed	12	24
	Agreed	03	6
	Neutral	-	-
	Disagreed	35	69
	Strongly Disagreed	01	1
	Total	**51**	**100**
Institution has enough teaching aid facilities.	Strongly Agreed	08	16
	Agreed	10	20
	Neutral	09	18
	Disagreed	17	33
	Strongly Disagreed	07	13
	Total	**51**	**100**
Safe workplace influences academic staff performance	Strongly Agreed	30	58
	Agreed	10	20
	Neutral	04	8
	Disagreed	03	6
	Strongly Disagreed	04	8
Total		**51**	**100**

SOURCE: QUESTIONNAIRE ADMINISTERED, 2024.

The table 2 above revealed that 16 respondents representing 31% strongly agreed that lecturers' offices are well designed, 26 respondents representing 51% agreed with the assertion, 02 respondents representing 4% were undecided, 06 respondents representing 12% strongly disagreed while 01 respondent representing2% disagreed. Thus, majority of respondents strongly agreed that the offices of lecturers in the school of business studies are well designed& ventilated. The table showed that 30 respondents representing 59% strongly agreed with the assertion that their offices are fully equipped with modern and comfortable tables and desks,10 respondents representing 19% agreed, 7 respondents representing 14%

strongly disagreed while 4 respondents representing 8% disagreed with the above assertion. Therefore, majority of the respondents are of the view that the offices they occupied is fully equipped with modern and comfortable tables and desks. It was also indicated in the table that 40 respondents representing 90% strongly agreed with the assertion that their offices are fitted with functional air conditioner,05 respondents representing 10% agreed with the assertion and no respondents were undecided, strongly disagree or disagree with the assertion. Therefore, majority of the respondents are of the view that the offices they occupied is fitted with functional air conditioner. The table also revealed that 12 respondents representing 24% strongly agreed with the assertion that their offices are fully equipped with adequate internet enabled computers,03 respondents representing 6% agreed, 35 respondents representing 69% strongly disagreed while 01 respondent representing 1% disagreed with the above assertion. Therefore, majority of the respondents are of the view that the offices they occupied is not equipped with internet enabled computers. It was also indicated in the table that 08 respondents representing 16% strongly agreed with the assertion that the institution have enough teaching aid facilities,10 respondents representing 20% agreed, 09 respondents representing 18% were undecided, 17 respondents representing 33% strongly disagreed while 07 respondent representing 13% disagreed with the above assertion. Therefore, majority of the respondents are of the view that the institution does not have enough teaching aid facilities. The table further revealed that 30 respondents representing 58% strongly agreed with the assertion that safe workplace influence academic staff performance,10 respondents representing 20% agreed, 04 respondents representing 8% were undecided, 03 respondents representing 6% strongly disagreed while 04 respondent representing 8% disagreed with the above assertion. Therefore, majority of the respondents are of the view that safe workplace influences academic staff performance.

TABLE 3: **COMPUTATION OF CHI-SQUARE TEST**

O	**E**	**(O – E)**	**$(0 - E)^2$**	$\frac{\sum(O-E)^2}{E}$
30	16	14	196	12.25
10	8	2	4	0.5
4	7	-3	9	1.29
3	14.5	-11.5	132.25	9.12
4	5.5	-1.5	2.25	0.41
2	16	-14	196	12.25
6	8	-2	4	0.5
10	7	3	9	1.29
26	14.5	11.5	132.25	9.12
7	5.5	1.5	2.25	0.41
				47.14

Source: Researcher's Questionnaire, 2024.

Table value (x^2)

Degree of freedom (*df*) = (c – 1) (r – 1) = (5-1) (2-1) = 4

Level of significance = 0.05

The chi square table value = 9.49

From the above analysis, it can be seen that the calculated value (47.14) is greater than the table value (9.49). Therefore, the H_0 hypothesis is hereby rejected and the H1 hypothesis which signifies that work environment has a significant relationship.

CONCLUSIONS

The study examined the relationship between work environment and School of Business studies lecturers' performance in the study area. The study revealed that there is strong positive significant relationship between work environment and lecturers' performance in the study area. This finding is congruent with findings from the literature. Studies such as Ali, et, al. (2013) and Chieze, et, al. (2017) found similar results. The implication of this study is that for effective teaching and learning of particularly lecturers and students in higher institutions, there is need to create quality and conducive work environment which will inherently improve the productivity of lecturers in the academia.

RECOMMENDATIONS

- The management in collaboration with the state government should provide a way towards employing a greater number of female lecturers.
- The management should ensure that there is adequate and proper improvement of working environment of employee's so as to enhance their morale to work efficiently and effectively.
- It is also recommended that government, proprietors, education regulatory bodies and all stakeholders in the academia should ensure that conducive work environment is provided to motivate lecturers to increase their level of productivity.

REFERENCES

Abdulsalam, D., &Mawoli, M. A. (2012). Motivation and job performance of the academic staff of state universities in Nigeria: The case of Ibrahim Badamasi Babangida University, Lapai,

Niger State. International Journal of Business & Management, 7(14), 142–148.

Abiodun-Oyebanji, O. (2011). Towards effective management of university education in Nigeria. Journal of Emerging Trends in Salau et al. 15 Educational Research and Policy Studies (JETERAPS), 2(6), 526–530.

Adeyemi, T. O., & Ekundayo, H. T. (2010). Managing students' crisis in tertiary institutions in Nigeria. Journal of Research in National Development, 8(1), 102–114.

Akinyele S. T. (2010). The influence of work environment on workers' productivity: A case study of selected oil and gas industry in Lagos, Nigeria. African Journal on Business Management, 4(3), 299–307.

Ansari, S., Chimani, K., Baloch, R. A., & Bukhari, H. F. S. (2015). Impact of Work Life Balance on Employee Productivity: An Empirical Investigation from the Banking Sector of Pakistan. In Information and Knowledge Management 5(120), pp. 52-60

Ali, S. A. (2016). The importance of Supervisor Support for Employees' Affective Commitment: An analysis of Job Satisfaction. International Journal of Scientific and Research Publications, 6(2), 5. Retrieved from: http://www.ijsrp.org/research-paper-0216/ijsrp- p5067.pdf

Al-Shammari, D. S. (2015, May 5). The Effect of Work Environment on Employees' Productivity. International Journal of Science and Research (IJSR), 4(5), 5. Retrieved from: https://www.ijsr.net/archive/v4i5/SUB154560.pdf

Asmui, M., Hussin, A., & Paino, H. (2012). The importance of work environment facilities. International Journal of Learning & Development, 2(1), 289.

Awan, M. T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. European Journal of Business and Management, 12. Retrieved from: https://www.semanticscholar.org/paper/Impact-of-working

Basit, A. A., Hermina, T., & Al Kautsar, M. (2018). The Influence of Internal Motivation and Work Environment on Employee Productivity. KnE Social Sciences.

BUSHIRI, C. P. (2017). The Impact of Working Environment on Employees' performance: The Case of Institute of Finance Management in Dar Es Salaam Region. Asia Pacific Journal of Education. e-ISSN: 2582-5208 International Research Journal of Modernization in Engineering Technology and Science (Peer-Reviewed, Open Access, Fully Refereed International Journal) Volume:03/Issue:11/November-2021 Impact Factor- 6.752 www.irjmets.com www.irjmets.com @International Research Journal of Modernization in Engineering, Technology and Science

Chaddha, V., Ravi P. G. & Noida, G. (2011). Analysis of factors influencing employees' productivity in relation to workplace environment. International Journal of Research in Commerce and Management, 2 (5) Retrieved from http://ijrcm.org.in/uploaddata/11304738350.pdf

Firmansyah, H. M. (2020). The Effect of Work Motivation, Work Environment, and Work Discipline on Employees' Performance of Samsat Office, Makassar. Hasanuddin Journal of Business Strategy, 2(2), 72. doi:10.26487/hjbs.v2i2.336

Gberevbie, D. E. (2008). Staff recruitment, retention strategies and performance of selected public and private organisations in Nigeria (Unpublished PhD thesis). Department of Political Sciences, Covenant University, Ogun, Nigeria.

Genzorová, T. (2017). Employee Benefits as One Of Factors Of Work Motivation. CBU International Conference Proceedings.

Hameed, A. & Amjad, S. (2009). Impact of Office Design on Employees' Productivity: A Case study of Banking Organizations of Abbottabad, Pakistan. Journal of public affairs, administration and management. 3(1).

Hermina, S. Y. (2019). The Model of Employee Performance. International Review of Management and Marketing, 5. doi: https://doi.org/10.32479/irmm.8025

Ibidunni, O. S., Osibanjo, A. O., Adeniji, A. A., Salau, O. P., & Falola, H. O. (2016). Talent retention and organizational performance: A competitive positioning in the Nigerian banking sector. Periodica Polytechnica Social and Management Sciences, 24(1), 1–13.

Ibrahim, A., Usman, B., & Bagudu, M. (2013). Employee turnover and its effects on organizational productivity of state-owned institutions in Niger state: An impediment to achieving vision 20:2020 in Niger state. Journal of Business and Organisational Development, 5(2), 1–8.

Igbinoba, E., Salau, O., Falola, H., Olokundun, M., & Ogueyungbo, O. (2019). Workplace conflict management and administrative productivity of staff of selected ICT driven public universities. International Journal of Mechanical Engineering and Technology, 10(3), 133–143.

Ige, A. M. (2014). Towards the stemming of the tide of strikes in tertiary institutions in Nigeria: Stakeholders' roles and responsibilities. European Journal of Academic Essays, 1(7), 18–26.

Jena, L. K. (2016). Employee Performance at Workplace: Conceptual Model and Empirical Validation. Business Perspectives and Research.

Kamarulzaman, A. A.-G. (2018). An Overview of the Influence of Physical Office Environments towards Employees Science Direct, 8. Retrieved from: file:///C:/Users/DrC/Downloads/An_Overview_of_the_Influence_of_Physical_Office_En.pdf

Kang, S. W., & Kang, S. D. (2016). High-commitment human resource management and job stress: Supervisor support as a moderator. Social Behavior and Personality: an international journal, 44(10), 1719-1731.

Kpolovie, P. J., & Obilor, I. E. (2013). Adequacy–inadequacy: Education funding in Nigeria. Universal Journal of Education and General Studies, 2(8), 239–254.

Kulkarni, R, Sharad & Kulkarni, S. (2012). Work Life Balance and Stress Management: Two Sides of a Single Coin. Indian Journal of Commerce and Management Studies, 1, pp.16-19.

Kum, R. C. (2014). The Impact of Training and Development on Employee. Singapore: Singaporean Journal of Business Economics, And management studies. Retrieved from: https://singaporeanjbem.com/pdfs/SG_VOL_3_(3)/7.pdf

Leblebici, D. (2012). Impact of Workplace Quality on Employee's Productivity: Case Study of a Bank in Turkey. Journal of Business, Economics & Finance, 1(1), 12. Retrieved from: https://dergipark.org.tr/tr/download/article-file/374627

Manu, M., & Sinosh, P.K. (2016). Employee Engagement - An Empirical Study on Implications for Psychological Well Being. International Journal of Management (IJM) 7(5), pp.183–187.

Massoudi, A. H., & Hamdi, S. S. A. (2017). The Consequence of work environment on Employees Productivity. IOSR Journal of Business and Management, 19(01), 35-42.

Mathews, C., & Khann, I. K. (2016). Impact of work environment on performance of employees in manufacturing sector in India: Literature review. International journal of science and research (IJSR), 5(4), 852-855.

Mathew, C. (2015). Impact of Work Environment on Performance of Employees in Manufacturing Sector in India:. International Journal of Science and Research (IJSR).

Metiboba, S., & Yusuf, N. (2012). Sociological perspective of theatre arts practice. Anyigba Journal of Theatre, Film and Communication Arts, 1 (1): 103, 109.

Mohamed, S. A., & Ali, M. (2019). The importance of supervisor support for employees' affective commitment: An analysis of job satisfaction. International Journal of Scientific and Research Publications, 6(2), 435-439.

Nátalia Stalmašeková, T. G. (2017). Employee Benefits as One of Factors of Work Motivation. Slovakia: Cbu International Conference on Innovations in Science and Education. doi:http://dx.doi.org/10.12955/cbup.v5.964

NUC. (2019). Retrieved June 5, 2019 from https://www.thenigerianvoice.com/news/278758/full-list-of-ranking-of-nigerianuniversities-by-nuc.html

Nwagwu, N. A. (2015). One hundred years of Education in Nigeria: Developmental challenges, achievements and prospects. African Journal of Studies in Education, 10(1), 41–68.

Obateru, T. (2013, December 1). ASUU strike: Our losses, frustrations, by students, parents, businessmen. Vanguard. https://www.vanguardngr.com/2013/12/asuu-strike-losses-frustrations-students-parents-businessmen/

Ogunbameru, M. (2012). Reflective practice: A strategy for improving teaching practice in Nigerian Colleges of Education. International Journal of Academic Research in Progressive Education and Development, 1(4), 282–294.

Ojeifo, S. A. (2014). ASUU industrial actions: Between ASUU and government is it an issue of rightness? Journal of Education and Practice, 5(6), 7–17.

Okebukola, P. A. (2008, September 19–20). Quality assurance mechanisms and academic mobility in Anglophone Countries: Case study of Nigeria. Paper presented at the

capacity building workshop on the License-Master-Doctorate (LMD) reform held at Universiteit Gaston Berger, Saint Louis, Senegal.

Okeke, M. N., Echo, O., & Oboreh, J. C. (2016). Effects of stress on employee productivity. International Journal of Accounting Research, 42(3495), 1-12.

Okoro, C. C., Omeluzor, S. U., & Bamidele, I. A. (2014). Effect of brain drain (human capital flight) of librarians on service delivery in some selected Nigerian universities. SAGE Open, 4, 1–11. https://doi.org/10.1177/2158244014541131

Oredein, A. O., & Alao, F. T. (2010). Work-family conflict, job satisfaction and labour turnover intention among state university lecturers. African Higher Education Review, 2, 4–18.

Osibanjo, A. O., Abiodun, A. J., & Adeniji, A. A. (2014). Impact of job environment on job satisfaction and commitment among Nigerian nurses. Journal of South African Research in Business & Technology, 2014, Article 726260.

Oyetakin, A. I., Oluwole, F. O., & Kayode, A. S. (2012). Funding patterns and staff conflict in south-west Nigeria Public universities. International Journal of Humanities and Social Science, 2(4), 245–250.

Oziengbe, S. A., & Obhiosa, O. B. (2014). An empirical investigation of the functionality of Nigeria's tertiary education system. JORIND, 12(1), 16–27.

Okasheh, K. A.-O. (2017). The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. International Journal of Applied Engineering Research I, 12(24), 7. Retrieved from https://www.ripublication.com/ijaer17/ijaerv12n24_223.pdf

Sharma, M. S., & Sharma, M. V. (2018). Employee Engagement to Enhance Productivity in Current Scenario. International Journal of Commerce, Business and Management, 3(4), 595-604.

Shahzad, I. A., Farrukh, M., Kanwal, N., & Sakib, A. (2018). Decision-making participation eulogizes probability of behavioral output; job satisfaction, and employee performance (Evidence from professionals having low and high levels of perceived organizational support). World Journal of Entrepreneurship, Management and Sustainable Development

Saka, K. A., & Salami, A. A. (2014). An assessment of the level of job motivation and satisfaction as predictors of the job performance of library personnel in Nigerian Universities. Journal of Balkan Libraries Unions, 2(2), 26–33.

Salau, O. P., Worlu, R. E. K., Osibanjo, A. O., Oludayo, O. A., & Falola, H. O. (2018). Survey data on work environments and productivity of academic staff of selected public universities in Nigeria. Data in Brief, 19, 1912–1917

Statisense. (2019). Retrieved October 10, 2019 from https://www. statisense.edu.ng/framework-for-ranking-higher-institutionsin-nigeria

Satyvendra. (2019). Impact of Workplace Environment on Employee Performance. Sage.

Sohel, S. M., & Raihan, T. (2020). Relationship between Occupational Health & Safety and Employee Commitment: A Study on RMG Sector of Bangladesh.

Talukder, A. M. H., & Galang, M. C. (2021). Supervisor Support for Employee Performance in Australia: Mediating Role of Work Life Balance, Job, and Life Attitude. Journal of Employment Counseling, 58(1), 2-22.

Ugurlu, F. S. (2019) Relationship between Bank credits and regional growth: the case of Turkey, Journal of Science and Innovative Technologies, Baku, Azerbaijan. DOI: 10.5782/2616-7.2019.81, Volume 7 Number 1,81- 92

UNESCO. (2010). Approved Programme and Budget 2010– 2011. Published in 2010 by the United Nations Educational, Scientific and Cultural Organization. https://unesdoc.unesco.org/ark:/48223/pf0000187028

Yingjun, Z. H. (2019). Impact Of Workplace Environment on Employee Performance: Mediating Role of Employee Health. Pakistan: Business Management and economics engineering. doi:https://doi.org/10.3846/bme.2019.10379

Zhou, Q., Martinez, L. F., Ferreira, A. I., & Rodrigues, P. (2016). Supervisor support, role ambiguity and productivity associated with presenteeism: A longitudinal study. Journal of Business Research, 69(9), 3380- 3387.