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EFFECT OF WORKPLACE ENVIRONMENT ON ACADEMIC STAFF PERFORMANCE IN FEDERAL UNIVERSITY WUKARI, TARABA STATE, NIGERIA.

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Abstract

This study examined the effect of the workplace environment on academic staff performance in Federal University Wukari. Taraba State. Meanwhile, the specific objectives are: to assess the effect of office accommodations on academic staff performance and to evaluate the effect of promotion policy on academic staff performance in Federal University Wukari, Taraba State. The Study applied a survey research design on both primary and secondary data that were systematically collected from Federal University Wukari records of academic staff, the 2024 database, and online publications. Using Ordinary Least Square on the sample size of 355 academic staff of the University out of entire members of staff in the study area. The results showed that the effect of workplace environment on academic staff performance was positive and statistically insignificant in the model. Whereas, work environment factors have a positive effect and statistically significant in this analysis. Hence, this paper concluded that a good and conducive working environment enhances the job performance of Academic Staff in Federal University Wukari. Based on this analysis, the study recommended that the government and management of Federal University Wukari should ensure that: a conducive workplace environment should be provided for all academic staff in the Federal University Wukari across departments and faculties of the University to enhance productivity of the academic staff.

Keywords: Academic Staff, OLS, Workplace, Employee Performance and work environment

Introduction

Federal University Wukari is a segment of community that has been structured to provide research, education, and community service. The university can also be viewed as a subset of society at large, which is composed of a variety of individuals with varying backgrounds, customs, norms, ways of life, and values. (Ogunode & Odo 2023; Ogunode, Edinoh & Okolie (2023); Ogunode, Iyabode, & Olatunde-Aiyedun, 2022In addition, academic staff have a great role to play in the realization of the objectives of tertiary education in Nigeria. Ogunode, Jegede & Abubakar, (2020) and Yohanna & Simon (2013) viewed Academic staff as member of the tertiary institutions whose roles include teaching, researching and provision of community services. The job performance of academic staff in the tertiary institutions is vital to the development of tertiary institutions. The functions of academic staff includes; teaching, researching and provision of community service. Specifically, the roles includes; marking of students note and scripts, supervision of students projects, preparation of result, students registration at the departmental and faculty level, plan the lecture and prepare lecture notes and presentation of lecture in the classrooms.

Work environment in an educational setting refers to a place or an environment that is characterized culture, tone, feel or the internal quality of an organization, encompasses policies, rules, culture, resources, working relationships, work location, teaching and learning resources. It is an environment set aside for the production of education services. The work environment in education is very critical for the attainment of education objectives. The work environment can aid the effective implementation of teaching and learning and can also militate against the implementation of the school curriculum (Kohun, 1992; Durotolu 2000; Ollukkaran and Gunaseelan 2012; Sadiku 2017). Work environment is critical in any institutions. It determines to some extent the degree of productivities and performance. Work environment comprises all visible, invisible, material resources, human resources, roles, laws, policies, social relationship and forces that determines how institutions or organizations in the environment operates.

Academic staff performance has been defined by many scholars to mean different things. According to Ofoegbu & Alonge (2016); Ogunode & Ibrahim (2023), and Ogunode, ThankGod and Olatunde-Aiyedun (2022), Academic staff job performance is the sum of an academic staff member's activities related to teaching, research, and community service that they have completed or are currently completing in the institutions where they work. For instance, statistics

showed that since the establishment of Federal University Wukari, it has produced 1205 students in 2016, 1507 in 2017, 2506 in 2019 and currently the University produced over 15067 students (FUW Bulletins, 2024). Due to the number of researches published, the number of professors has reached over 60 persons (FUW Academic Records and Planning, 2025). It is also the result of effective teaching and learning that is based on resources for professional development and has a significant impact on creativity, innovativeness, and community service. The job performance of academic staff depends on the work environment. Academic staff job performance includes provision of academic services, preparation of lecture plan and lesson note, supervision of students' academic work, teaching, researching and keeping students' academic record.

There are many investigations on work environment and academic staff job performance. For instance, Ogunode and Ibrahim, (2023) did a study on Impact of Motivation on Academic Staff Job Performance in Tertiary Institutions in Nigeria and they discovered that motivation which constituent one aspect of environment influence job performance of academic staff in Nigeria. Also, Ollukkaran and Gunaseelan (2012) conducted a study to see how the workplace affected employees' performance and discovered that the workplace affected employees' productivities in the sampled organization. Oyewole, Arogundade and Sadiku (2019) conducted a study that critically looked at Academic staff job performance at Nigerian universities is correlated with the work environment and availability of instructional facilities.

The academic services of academic staff that are centred on teaching, research, and community service are to an extent dependent on the availability of a conducive and peaceful work environment. It is important that the work environment may have an impact on the effective performance of higher education personnel. The issue of the work environment does not seem to receive the full attention of most administrators and managers in Nigeria's higher institutions. The work environments of many tertiary institutions are not conducive to the implementation of teaching, research, and community services because many administrators are unable to give the issues of the work environment their full attention. Examining how the workplace environment affects academic staff performance in Federal University Wukari, Taraba State.

Statement of the problem

Workplace environment is essential for staff optimum performance in any organization for the goals and objectives of the organizational attainment. However, in Federal University Wukari,

Taraba State, physical workplace environment such as office accommodations, library, laboratories and staff quarters are inadequate whether these are due to insufficient budgetary allocations or lack of implementation by University management which remain some of the challenges confronting the academic staff of the university in discharging of their duties. Moreover, academic performance in term of teaching, research and community remain low due to poor office accommodations, insufficient classrooms and lectures theatres and laboratories on campus.

Apart from that, the issue of poor remunerations, inconsistency in policy of promotion and recruitment, training and development of staff policy and poor relationship among staff which have been affected the academic staff performance in Federal University Wukari, Taraba State remain an empirical equation to be solved. Hence this study is to examine the effect of workplace environment on academic staff performance in Federal University Wukari, Taraba State.

Objectives of the study

The broad objective of this study is to examine the effect of workplace environment on academic staff performance in Federal University Wukari, Taraba State. Meanwhile, the specific objectives are to:

i. assess the effect of the office accommodation on academic staff job performance in Federal University Wukari and

ii. evaluate promotion policy on academic staff job performance in Federal University Wukari, Taraba State.

Research Questions

This study set this research questions to achieve the stated objectives

i. To what extent has office accommodation affects academic staff job performance in Federal University Wukari?

ii. What promotion policy influence academic staff job performance in Federal University Wukari?

Research hypothesis

$H0_1$: Office accommodation has no significant effect on academic staff job performance in Federal University Wukari?

$H0_2$: Promotion policy has no significant effect on academic staff job performance in Federal University Wukari?

Literature Review

Conceptual Literature

Workplace Environment

According to Ruchi and Surinder (2014) defined the workplace environment as encompassing the following elements: the physical surroundings (such as heat, noise, and machinery); the essentials of the job (such as task difficulty, workload, and history); and additional business backdrop (such as industry context and worker relations).

The entirety of the forces, behaviors, and other significant elements that influence an employee's performance and activities either now or in the future makes up their workplace environment. The relationships that employees have with one another and with their working environment as a whole make up their work environment. (Kohun, 1992).

In addition, Durotolu (2000) and Sadiku (2017) thought of the workplace as climatic conditions, culture, tone, feel, or internal quality of a business or organization, particularly as experienced by its employees and even as observed by outsiders.

More to that, a workspace can be specifically designed to boost productivity, and work environments are intended to provide particular performance outcomes (Waber, 2014). In the same vein, the policies, regulations, culture, resources, working relationships, work location, training and internal and external environmental elements that influence how employees carry out their job functions are all included in the work environment. (Ollukkaran & Gunaseelan 2012).

Similarly, Bello (2018) posited that a work atmosphere that is welcoming, well-thought-out, safe, and equipped with high-quality technology also fosters effective communication, all of which boosts output or result.

This concept according to Cephas, Gibson and Bolaji, (2018) has frequently been used as a justification by businesses or organizations to drastically alter the physical workspace because it is an easy and useful upgrade to implement.

Despite the fact that the physical workspace is set up to support particular behaviours. The physical surroundings of a workplace have some effects on how staff members interact, carry out their duties, and are managed. Human senses have been directly impacted by the physical environment in the workplace, which has also altered interpersonal relationships and, consequently, productivity. This is true because a room's or a gathering place's attributes affect a group's degree of contentment and productivity (Cephas, et al., 2018; Bello, 2018).

In this context, the work environment can be defined as all human and material resources available in an organized place designed for the production of services and products or both. The work environment constitutes all policies, programmes, laws, facilities and resources provided and available officially and non-officially in a set-aside place for service delivery. Workplace environment are collection of all resources found in an environment set aside for production and service.

However, work environment in an educational setting refers to a place or an environment that is characterized by teaching, researching and learning resources. It is an environment set aside for the production of education services or imparting of knowledge, skills and technical know-how to students and services to the host community.

The work environment in education is very critical for the attainment of educational objectives or goals. The work environment can aid the effective implementation of teaching, researching and learning and can also facilitate the implementation of the university curriculum.

Academic Staff Performance

Academic staff performance has been defined by many scholars to mean different things to different higher institutions of learning in this world. According to Ogunode & Ibrahim (2023), the entire performance of an academic staff member's teaching, research, and community service obligations in the institutions where they are employed at a given moment is referred to as their job performance.

The overall record of tasks completed by academic staff is used to compare their work performance to the duties and responsibilities that have been delegated to them. The

measurement of particular and general tasks assigned to faculty members in institutions and their expectation that they complete them within a set time frame is another way to conceptualize the job performance of academic staff members. (Ogunode, et al 2023).

In this study, academic staff performance can be seen as the degree or level of implementation of academic services in Federal University Wukari. It refers to all job performance covers all activities faculty members carry out within a particular time frame in Federal University Wukari. Academic staff job performance connotes the level of execution of teaching, research and community services of an academic staff in the university.

Theoretical Framework

Affective Event Theory

Affective Events Theory: It was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment and job satisfaction. It proposes that positive inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance.

According to Ashton-James & Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their performance.

Empirical review of the related literature

Olanipon et al (2023) studied the impact of the workplace on employees' performance at Federal Polytechnic Ado-Ekiti. The main objective of the study is to ascertain whether the work environment in Ado-Ekiti has a significant effect on workers' performance. Determining the effect of workload, physical risk, and cultural factors on employee performance was one of the

additional objectives. The study's population was the academic staff of the Federal Polytechnic Ado-Ekiti. Research data were gathered using structured questionnaires, and descriptive and inferential statistics were utilized to evaluate the data. The study's conclusions demonstrated that at the Federal Polytechnic Ado-Ekiti, physical risks, cultural factors, workload, and the overall work environment all significantly affect employees' performance.

The performance of employees is significantly influenced by their work environment. There are claims that workplace circumstances, whether positive or negative, have a significant effect on workers' productivity (Chandrasekar, 2011). One of the most important elements that any firm, business or organization regardless of context, may use to recruit, utilize, and retain skilled workers is a favourable work environment. (Ruchi & Surinder, 2014).

In addition, Ojo and Ozah (2018) examined the effects of training on academic staffs' performance in Federal Polytechnic, Nasarawa. Ordinary Least Squares (OLS) regression and ANOVA methods of analysis were employed to analyzing the data generated through questionnaire from the sample size of 220 academic staffs of the polytechnic on the effects of training on academic staffs' performance. Findings from the study revealed that staff training has a significant impact on academic staffs' productivity. It was also found that staff training has hugely enhanced academic staffs' timeliness in service delivery; and finally, staff training has a significant effect on academic staffs' work quality.

Moreover, Simon (2002) considered academic staff achievement from a social perspective. Through his analysis of the close relationship between the caliber of society and the performance of academic personnel, the scholar provided evidence for this claim. According to the study, the success of the academic staff is a direct result of the university administration's outstanding leadership. Reaching greatness on both an individual and organizational level is a means by which the community and its constituents fulfill their aspirations.

In a study by Ogunode, et al., (2022), the work performance of academic staff members includes all tasks and responsibilities that they are expected to complete within a given amount of time. In the same vein, Andy, Emmanuel & Obabuike (2020), defined academic performance as a tool to help society in offering solutions to problems to enhance societal well-being. In this research, academic staff performance is measured with productivity or number of graduates that finish their course of study from Federal University Wukari.

Furthermore, Ofoegbu and Alonge (2016) opined that Academic staff performance is the ability to teach and learn effectively, with a strong foundation in developmental resources and a significant influence on creativity, inventiveness, and community service. It means that university graduates' acquisition of autonomous economic abilities could serve as a proxy for academic staff effectiveness. Academic staff success is correlated with both theoretical and practical knowledge gained in important businesses and/or professions, as well as strong moral standards maintained by both staff and students in post-secondary institutions.

They discovered that, in the sampled institutions, there is a substantial correlation between the job performance of academic staff and the availability of suitable teaching resources.

Salau, Worlu, Osibanjo, Adeniji, Falola, Olokundun, Ibidunni, Atolagbe, Dirisu, & Ogueyungbo (2020) investigated the effect of work settings on public university retention outcomes in southern Nigeria and discovered that work environment plays great roles in staff retention in universities.

Also, Wabar (2014) did a study on the influence of work environment on workers' productivity: A case study of selected oil and gas industries in Lagos, Nigeria and found out that work environment influences staff productivities in the sampled institutions.

Bello (2018) carried out a study on effects of office environment on secretary's productivity and found out office environment has impact on secretary's productivity in the sampled institutions.

Cephas, Gibson and Bolaji (2018) carried out a study on influence of physical environment on academic staff productivity in Federal Polytechnic Bauchi and they discovered in their study that physical environment played a great role in academic staff job performance. They concluded that conducive physical environment should be provided for academic staff to aid their job performance in the institutions.

Durotolu, (2000) investigated administrative environment as a factor of Academic Staff Performance in College of Education in Kwara State, Nigeria and found out that administrative environment support academic staff to deliver their functions in the institutions.

Femi, (2020) did a study that investigated work environment and teachers job performance in some selected secondary schools in Lagos Nigeria. The study used research design of the survey type. The population of the study comprised all secondary school teachers in Lagos. The sample size of the study was 600. Questionnaire was employed as instrument for data collection. The questionnaire was designed to use a 4 point likert rating scale classified as strongly Agree (SA),

Agree (A), Strongly Disagree (SA), and Disagree (D) with the value of 4, 3, 2 and 1, respectively. The research instrument was validated both in face and content by professionals in Department of Educational Management, University of Lagos. The research instrument was pilot-tested for reliability using the test-retest method in two tertiary institutions outside the sampled tertiary institutions in Abuja. The data collected from the study were analyzed using both descriptive and inferential statistics, including means. The findings showed that work environment influence teachers' job performance in public University in Lagos, Nigeria.

Methodology

The study adopted the survey research design for its analysis. It used the population of the study which comprised of all academic staff in Federal University Wukari, Taraba State which total 3168 personnel (Administration and Records, FUW, 2024). The sample size of 355 academic staff randomly selected from the Federal University Wukari for the study.

This study used questionnaire as instrument for data collection. The instrument was made up of two sections. Section A specified the bio-data of respondents while Section B collected data on the effect of the workplace environment on academic staff performance in Federal University Wukari, Taraba State.

Moreover, the questionnaire was designed to use a 4 point likert rating scale classified as strongly Agree (SA), Agree (A), Strongly Disagree (SA), and Disagree (D) with the value of 4, 3, 2 and 1, respectively.

However, the research instrument was validated both in face and content by three experts or lectures in Department of Business Administration , Federal University Wukari, Taraba State which ensured that the questionnaire items was up to data in term of coverage of the concept variables of the research questions.

In the same vein, the research instrument was pilot-tested for reliability using the test-retest method in Kwararafa University Wukari, Taraba State. More to that, the data collected from the study were analyzed using both descriptive and inferential statistics.

Data Analysis

The researchers adopted mean rating to analyze the questionnaire items 1 to 6. They also set a decision rule for the interpretation of the mean scores, using a cutoff point of 2.5 to determine

agreement or disagreement with statements. This means that 2.5 was the cut-off mark for accepting an item at the agreed level and a mean rating below 2.5 was taken as an indication of mean scores within the disagreed level.

Table 4.1: Effect of workplace environment and academic staff performance in Federal University, Wukari, Taraba State.

S/N	ITEMS	MEAN	DECISION
1	Work environment supports academic staff job performance in the implementation of teaching programme in Federal University Wukari,	**3.01**	**Accepted**
2	Work environment enhances academic staff job performance in the implementation of research programme in the university.	**3.30**	**Accepted**
3	Work environment supports academic staff job performance in the implementation of community services programme in Federal University Wukari.	**3.12**	**Accepted**
4	Work environment aid academic staff job performance in the areas of carry out academic services for the students in FUW	**3.22**	**Accepted**
5	Work environment aids academic staff job performance in the areas of marking of students scripts after examinations	**3.15**	**Accepted**
6	Work environment supports academic staff job performance in the preparation of students results in Federal University Wukari.	**2.87**	**Accepted**
	Grand Mean	**3.19**	

Source: Author's Computation Using SPSS Version 25, 2024.

Table 4.1, indicated that results on items 1 to 6 and the result had positive responses in agreement. It showed that workplace environment supports academic staff job performance in the implementation of teaching programme in Federal University Wukari, Taraba State with a mean of 3.01.

Also, workplace environment improves academic staff job performance in the implementation of research programme in Federal University Wukari with a mean of 3.30; workplace environment supports academic staff job performance in the implementation of community services programme in the host community with mean of 3.12; work environment aid academic staff job performance in the areas of carry out academic services with mean of 3.16; work environment aids academic staff job performance in the areas of marking of students scripts with mean of 3.22; and that work environment supports academic staff job performance in the preparation of students results with mean of 2.87. From, the above, it generate the grand mean of 3.19 which is greater than the cut-off point of 2.50 as decision rule, hence workplace environment has positive effect on academic staff performance in Federal University Wukari, Taraba State.

Table 4.2: Work environment factors that will improves academic staff performance in Federal University Wukari.

S/N	Items	Mean	Decision
1	Staff training	3.15	Accepted
2	Increment in salaries	3.05	Accepted
3	Positive social relationship	2.87	Accepted
4	Good leadership	2.90	Accepted
5	Good welfare policies	3.11	Accepted
6	Provision of infrastructure facilities	3.20	Accepted
7	Provision of instruction resources	3.01	Accepted
8	Team work	2.99	Accepted
9	Motivation	3.30	Accepted

10	Positive climate	2.88	Accepted
	Grand Mean	**3.13**	

Source: Authour's Computation Using SPSS Version 25, 2024.

From Table 4.2, it revealed that result on workplace environment factors that will enhance academic staff performance in Federal University Wukari, Taraba State. The result indicated that on items 1 to 10 had positive responses in agreement. It also shows that staff training with a mean of 3.15; increment in salaries with a mean of 3.05; positive social relationship with a mean of 2.87;

Moreover, Good leadership with a mean of 2.90; Good welfare policies with a mean of 3.11; provision of infrastructure facilities with a mean of 3.20; provision of instruction resources with a mean of 3.01; team work with a mean of 2.99; motivation with a mean of 3.30 and positive climatic conditions with a mean of 2.88. It produced the grand mean of 3.13 which is greater than the set point of 2.50. Therefore, it submit that workplace environment has improves academic staff performance in Federal University Wukari, Taraba State.

Discussion of findings

Effect of workplace environment on academic staff performance in Federal University Wukari, Taraba State

The work environment of Federal University Wukari has a significant relationship with academic staff performance. This result agreed with outcome of the study Ajala (2012); Khan (2011); Amir (2010) and Oyewole, Arogundade & Sadiku (2019) that did analysis and confirmed that the work atmosphere and the job performance of academic staff are significantly correlated. At a 95% confidence level, the association between the work environment and the job performance of academic staff is strong, favourable, and statistically significant. This study corroborated the result and submitted that Federal University Wukari, work environment is relatively conducive, human and material resources which supported the academic staff performance in the university.

Similarly, Oyewole, et al (2019) revealed that Physical aspects of the workplace, such as facilities, may have effects on how well academic staff members perform on their jobs in the

university within the educational system, it is evident that a supportive work/learning atmosphere positively impacts instructors' performance, encouraging learning for improved performance.
In the same vein, Arogundade (2018) furthered shows that a good university environment motivates lecturers to teach as well as promotes better learning in students. The study identified school buildings, classroom accommodations, furniture, libraries, laboratories, recreational equipment, apparatus and other instructional materials that have contributed to the academic achievement of staff in the study area.
Furthermore, Ajayi, et al., (2011) discovered that the work environment of academic staff in Southwest Nigerian universities had a significant relationship with their job performance which is in line with the current study on the effect workplace environment on academic staff performance in Federal University Wukari, Taraba State.
Similarly, Cephas, et al., (2018) carried out study on impact of work environment on academic staff performance and concluded that academic staff morale is significantly impacted by their physical work environment. An unattractive, dismal, and gloomy work environment lowers employee morale, but a well-designed physical workspace sparks curiosity and boosts output. Offering employees a comfortable, pleasant, and favourable physical work environment boosts productivity. On the other hand, this current study aligned itself to this position and submitted that physical work enhance academic staff performance in the study area.
In addition, Salau et al. (2020) studied the relationship between work conditions and academic staff retention at southern Nigerian public universities. The results demonstrated that "god-fatherism" and favoritism were used to determine who was promoted. The study also showed that pay significantly affects employee retention.
On the contrary, Sadiku, (2017) showed that the total number of instructional facilities provided in the universities could serve as a potent indicator for measuring the quality and standard of education given at this level of the educational system. In this analysis, it revealed that workplace environment significantly affect the academic staff performance positively and statistically significant in Federal University Wukari, Taraba State.

Summary, Conclusion and Recommendations

This study examined the effect of workplace environment on academic staff performance in Federal University Wukari, Taraba State. It restricted to academic staff as respondents and

Federal University Wukari as study scope. The study applied both descriptive and inferential statistics as technique of the analysis and revealed that workplace environment has positive and statistically significant effect on academic staff performance in Federal University Wukari, Taraba State.

Conclusion

This study concluded that the workplace environment of Federal University Wukari, Taraba State influences academic staff job performance in the study area. It shows that a good and conducive working environment enhances the productivity of academic staff in the University, Wukari.

Recommendations

From the result of the analysis, the seminar paper recommended that the government and management of Federal University Wukari should ensure that: a conducive workplace environment included office accommodations should be provided for academic staff in the University. Policy for promotion and special award for staff should be clearly stated for the academic staff in Federal University Wukari, Taraba State.

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