

Effect Of Work Environment on Job Performance of the Non-Academic Staff of State-Owned Universities in Ekiti State

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Abstract

This study sought to determine how the non-academic staff's performance was impacted by the work environment and organisational culture of Ekiti State's state-owned universities. The study's participants were Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti (714), and Ekiti State University (2,066). The population of the two universities involved in this study is two thousand seven hundred and eighty (2,780). To promote voluntary involvement, a proportionate sample procedure was used to select 350 non-academic staff members as responders to whom the questionnaire will be distributed. The study instrument, a closed-ended questionnaire, was used to collect the necessary data from the participants. The validity of the questionnaire was assessed by the department's experts and the research supervisor by testing its face and content validity. The instrument's reliability was evaluated using Cronbach's alpha, and the findings demonstrated its dependability.

Descriptive and inferential statistical methods were applied to the data analysis. The study employed descriptive statistics, such as mean and standard deviation, to address its research issues, while inferential statistics, such as Pearson's Product Moment, were employed. Correlation and linear regression analysis were used to examine the theories. In order to ascertain whether the respondents' responses to the independent and dependent variables met the requirements of linear regression, multi-regression was used in the study. The analysis's conclusions were that there is no significant correlation between the working environment and non-academic staff performance at State-owned Universities in Ekiti State. The study recommended that to prevent any errors that can impair the free flow of timely salary payments to non-academic workers, the government should work with the governing councils of these universities to establish sufficient openness in the bursary department.

Keywords: work environment, employee performance, public universities

1.1 Introduction

Employee performance is the end consequence of their combined effort, skill, and task perception (Adeyemo, 2021). Performance of employee is essential to the favourable results of an organisation. The work environment and organisational culture, which stand out as the main predictors of performance, are just two of the many variables that affect employee performance. A human input is essential to every business. Every conduct is thought to be goal-directed. An organization must thus have underlying factors that include the person in that direction for it to engage in any profitable business. Therefore, the workplace environment's contribution to the accomplishment of these goals must be sufficient.

A work environment is the setting social aspects and physical conditions in which an individual performs their jobs. It may have a significant effect on an employee's attainment, work happiness,

morale, and interpersonal connections to their work, health, and other issues related to the clientele the office serves as well as local laws and customs (Chandrasekar, 2021). Any place where individuals carry out work for pay is a work environment. To provide the best contribution to the attainment of the institutional goals, the non-academic personnel seek for an enabling work environment (Ivan, 2017). The working environment is defined as the interactions between non-academic workers and the setting in which they operate (Kohun, 2018). The physical site and its surrounding area, as well as the policies, guidelines, culture, norms, resources, interpersonal interactions, and work environment, all have an impact on how non-academic staff members do their duties.

The performance of non-academic employees is impacted by the workplace environment, which in turn affects the institution's competitiveness. Making the workplace appealing, pleasant, satisfying, and inspiring for non-academic personnel is a crucial component of good workplace environment management since it gives them a feeling of pride and purpose in their job (Diamantidis AD & Chatzoglou P. 2019). Staff disengagement, according to Pech and Slade (2016), believed that, high levels of employee engagement will lead to improved employee commitment and involvement towards job and thus creating a motivated workforce, that will work together to achieve the common goals of the organization. The achievement of the institutions depends on the working surroundings the non-academic staff members are exposed to (Chandrasekhar, 2019). While psycho-social aspects like conditions of employment, role conformity, and social benefit from administrators are among the working environment, they contextualize the working space. Role congruity, social support from managers, and respect that fosters employee engagement and high performance conditions all defines a good work environment at order to foster an impressive culture that fosters innovations at universities; a healthy working environment must respect worker involvement (Adeyemo, 2021). In respect to Challenger (2022), came a conclusion that a better workplace will promote productivity both within and outside the institution by improving the achievement of the academic and non-academic workers. Several studies have connected different organisations and geographical areas in Nigeria with the work environment and employee performance. In South Makassar, Indonesia, for example, Hardiyono *et al.* (2017) investigated the relationship between work environment and organisational culture and employee satisfaction; Kolade and Oladipupo (2019) assessed the relationship between work environment and employee performance in Nigeria; Putri *et al.* (2019) investigated the relationship between work environment and employee performance through work discipline in GatraMpan. Al-Omari and Okasheh (2017), for example, determined the impact of work environment on job performance of Engineering Company in Jordan. Raziq and Maulabaksh (2015) assessed the impact of Pakistan's workplace culture on workers' job satisfaction. However, it was discovered that the subject matter covered in Nigeria's educational system has not been the subject of many studies. This enables academics to investigate the relationship between work environment and job performance.

2.0 Methodology

2.1 Research Design

For this study, a descriptive survey research design was used. It makes it possible to gather vast amounts of data that can be evaluated to find patterns, averages, and frequencies. This involves monitoring and characterizing a subject's behaviour without trying to shape it into how they ought to seem. Surveys and many types of fact-finding studies make up descriptive research. Each of the

respondent’s non-academic staff members of Ekiti State's state-owned universities—was given a standardised questionnaire.

2.2 Population of the study

The population of the study consisted of the non-academic workers of the state-owned universities in Ekiti State, namely Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti, and Ekiti State University, Ado-Ekiti. The following is a list of the staff members of the two institutions under investigation, Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti (714), and Ekiti State University (2,066). Two thousand seven hundred and eighty (2,780) people who are employed by the participating universities but are not faculty members make up the population under investigation for this study.

Table 1.1: Population of the study

University	Population of the Study (Non-Academic Staff)
Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti, Ekiti State	714
Ekiti State University, Ado-Ekiti, Ekiti State	2066
Total	2780

Source: Personnel Office of the University (2024)

2.3 Sample size and sampling technique

Moy (2015) states that the samples are legal, accurate, representative of the target population, fit for the intended application, and adequate and sufficient to some extent. According to Yamane (1964), determining a typical sample size for a certain finite population requires the use of a scientific method. To ensure representation and accuracy of estimations, the Taro Yamane formula is utilised to determine the sample size:

$$n = \frac{N}{1+N(e)^2}$$

Where:

N =is the total population

n =is the sample from the population

e=is the error term, which is 5% (i.e. at 95% confidence interval)

$$n = \frac{2780}{1+2780(0.05)^2}$$

=350 targeted respondents

As a result, the two universities split the three hundred and fifty (350) total sample of the study proportionally.

The universities included in the study were specifically chosen, and samples were selected using a simple random sampling technique from Ekiti State's non-academic staff universities. Ekiti State was chosen based on factors such as time, cost, and accessibility as well as the universities' past awareness of relevant cases. The study's sample size was proportionately divided between the Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti, and Ekiti State University, Ado Ekiti, in order to ascertain the quantity of questionnaires to be delivered in each post-secondary institution. The proportionate distribution would be computed using the following Monte Carlo method:

$$N = \frac{P_1}{n} \times n_1$$

Where,

N= Sample population

P_1 =Population of each unit

n= Total sample for the study area

n_1 = Calculated sample for the total population

Table 1.2: Proportional sampling of non-academic staff

Tertiary Institution	Population (N_i)	Sample size for each institution $N = \frac{P_1}{n} \times n_1$	Sample (N)
Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti, Ekiti state	714	$\frac{714}{2780} \times 350$	90
Ekiti State University, Ado-Ekiti, Ekiti State	2066	$\frac{2066}{2780} \times 350$	260
TOTAL			350

Source: Researchers Field Survey, (2024)

2.4 Research instrument

The research employed primary data, obtained by means of a structured questionnaire distributed to participants in order to obtain the relevant first-hand accounts needed for the study. The research questionnaire was divided into four sections (A-D). Work-life balance, psychological workplace issues, and physical workplace features are all included in Section B's questions. The respondents' sociodemographic information is provided in Section A. Section C asks about flexibility, involvement, mission, and consistency; Section D asks about employee performance.

Information is obtained from respondents by giving them the option to choose from a list of options supplied in the questionnaire when answering closed-ended questions. The questionnaire will be created using the five-point Likert scale, which rates the response options from 1 to 5. The possible response options are Strongly Disagree (SD), Disagree (D), Agree (A), Strongly Agree (SA), and Neutral (N). According to the rating system, SD, D, A, SA, and N will be ranked as 5, 4, 3, 2, and 1, in that order. The closed-ended question ensures that respondents' ideas were guided within the significant themes represented by the research objectives, so preventing digression.

2.5 Validity and Reliability of Research Instrument

Validity is the extent to which a research instrument measures what it is supposed to measure. The researcher's supervisor and other departmental and faculty specialists tested the face and content validity of the instrument. To determine face validity, experts evaluate whether the tools are suitable for evaluating the intended facial characteristics. Additionally, the researchers took their time to confirm how closely the items on the instruments represented the notions that needed to be measured in terms of substance.

Reliability is the extent to which a research tool consistently produces trustworthy results. An instrument yields potentially reliable results when it is utilised several times during the data

collection procedure. To achieve this, a pilot study was conducted in which copies of the questionnaires were distributed to twenty non-academic Federal University, Oye Ekiti staff. The variables were then evaluated using the Cronbach Alpha test. Alpha can be used to calculate the internal stability of a scale. Tavakol and Dennick (2011) stated that alpha values should fall between 0.70 and 0.95. The dependability coefficient for every variable was shown in Table 3:

Table 1.3: Reliability Test Results

S/N	Variables	Reliability Coefficient
1	Work Environment	0.812
2	Employee Performance	0.648

Source: Fieldwork, (2024)

3.6 Variable Identification and Measurement

Table 1.4: Variable Identification and Measurement

S/N	Variables	Measurement	Source
1	Work Environment	Physical work place factors measuring scale Work life balance factors measuring scale Psychological workplace factors measuring scale	Oludeyi (2015), Kolade and Oladipupo (2019), Ollukkaran and Gunaseelan (2012)
2	Employee Performance	Employee performance measuring scale	Kolade and Oladipupo (2019), Ollukkaran and Gunaseelan (2012)

Source: Authors' Compilation, 2024

3.0 Results and Discussion

3.1 Regression Analysis

Model I: Analysis of the relationship between work environment and Organisational culture of non-academic staff of State owned Universities in Ekiti

Table 1.5 Simple linear regression of the effect of work environment on job performance of non-academic staff of State-owned Universities in Ekiti State

Var.	Coe.	St. E.	T-test	Prob
C	19.574	1.502	13.029	.000
WKEU	.350	.274	0.724	.064
R	.765			
R-squared	0.585			
F-Stat	22.317			
Prob (F-stat)	0.000			

Source: Data Analysis, 2024.

According to Table 1.5, the work environment at state-owned universities in Ekiti State has a 0.350 ($p=0.064 > 0.05$) favourable but non-significant impact on the job performance of non-academic personnel. A cordial relationship between the variables is implied by the correlation coefficient value of 0.765, while the work environment may be responsible for 58.5% of the systematic change in non-academic staff performance at State-owned universities in Ekiti State, according to the

value of R². Other factors not included in this model may account for the remaining 41.5% of the performance of non-academic personnel at State-owned Universities in Ekiti State.

Discussion of Findings

This study surveyed the relevance of the working environment and organisational culture on the performance of the non-academic staff of State-owned universities in Ekiti State. The findings made from the regression models are further discussed here extensively. Firstly, it was revealed that the working environment has a positive but insignificant effect on the performance of the non-academic staff of State-owned Universities in Ekiti State to the tune of 0.350 (0.064 > 0.05). This implies that a 1% increase in the present working environment would cause a 35% increase in the performance of the non-academic staff of state-owned Universities in Ekiti State though at an insignificant level.

The positive effect is in line with the a-prior expectation. Expectedly, when the working environment both internal and external environment such as remuneration, welfare package, workplace environmental factors (lighting both artificial and natural, furniture and spatial layouts in workplaces) and many others are improved, the non-academic staff would become motivated and committed to their job. Thus, enhancing their performance in the long run.

Theoretically, the goal-setting theory supports the outcome of this finding indicating that creating a work environment that is attractive, relaxed and acceptable motivates employees to give them a sense of belonging and purpose in what they do. How the working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organisation.

However, the positive effect became non-significant. This might be attributed to the unfavourable working environment established in most of the State-owned universities in Ekiti State. It is no more news that most of the non-academic staff in the State-owned universities in Ekiti State especially those in EKSU are not satisfied with their working environment in terms of delay in payment of salaries and other financial benefits and inadequate infrastructures. Thus, serve as delimiting factors for the non-academic staff to put in their best to enhance their performance.

Empirically, this result is in tandem with the findings of Hardiyono *et al.* (2017), Raziq and Maulabaksh (2015) and Bushiri (2014) that the work environment has a positive effect on employee performance. Also, Tio (2014) and Nanzushi (2015) reported that the work environment factor is insignificant in employee job satisfaction. However, Al-Omari and Okasheh (2017) concluded that the work environment has a positive significant effect on the job performance of Engineering Companies in Jordan.

4.0 Conclusion and Recommendations

The study concluded that non-academic staff performance at state-owned universities in Ekiti State was significantly impacted by work environments, particularly those pertaining to training and development, work-life balance, workplace rewards, management, and leadership style.

Recommendations

- i. A deeper comprehension of the significance of the working environment for non-academic employees at state-owned universities and the need to evaluate its influence

- on employee performance. In order to help non-academic workers maximise their performance, management should assess the working environment both within and externally.
- ii. The financial aspect of the working environment at the state-owned universities in Ekiti State, including salaries and other financial welfare packages, need immediate attention. Therefore, to prevent any errors that can impair the free flow of timely salary payments to non-academic workers, the government should work with the governing councils of these universities to establish sufficient openness in the bursary department.

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