

# **Effect of Work Environment on Employee Performance in Auchi Polytechnic, Edo State**

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## **Abstract**

This study examined the effect of a work environment on employee performance, focusing on Auchi Polytechnic. The research investigated various environmental factors such as physical infrastructure, administrative support, and organizational culture, and their influence on the productivity and satisfaction of academic and non-academic staff. The study used survey design technique. The convenient method was used to pick a population of 218, which comprise academic and non-academic staff. Bill Godden (2004) opined that where the population is small, the sample size was taken same as the population. The surveys were collated, compiled, coded, and the descriptive statistics was used to assess the results. To illustrate the percentages of occurrence in each category of a particular variable, the data collected was displayed in frequency distribution tables. In order to examine the hypotheses, SPSS V25 was used to do multiple regression analysis. The research analysis show that the coefficient value of -0.155 and P-value of 0.3649 indicates that administrative support (AS) has a negative correlation and an insignificant impact on staff productivity, therefore, the null hypotheses was accepted while alternate was rejected. Findings indicate a significant positive relationship between a well-structured work environment and enhanced employee performance. It was thereafter concluded with recommendations for institution administrators to foster an environment that promotes efficiency, job satisfaction, and overall institutional success.

**Keywords: Work Environment, Employee Performance, Organizational Culture, Productivity and Satisfaction**

## **Introduction**

A work environment is crucial for improving employee performance, especially in educational institutions where staff contentment and productivity have a direct impact on the quality of instruction. The comfort of the work environment is a crucial element that the organization must take into account in order to boost productivity (Ismawan, 2022). Enthusiasm for work can be generated in a comfortable setting. Taking note of the working environment's conditions entails making an effort to establish conditions that align with the desires and requirements of workers while they carry out their duties there (Agistiawati & Asbari, 2020).

A work environment supports employees to feel comfortable at work that employees can be more productive and more enthusiastic at work, but a work environment that is not conducive will cause employees to feel dissatisfied or depressed. This can interfere with the employee's productivity. Ismawan (2022) posit that employee productivity is determine by factors that are domiciled not only in the work itself but also in the environment in which the work takes place. A person's performance in the work place; he/she input and output are indicator of his or her satisfaction with the work environment. Work environment is a determining factor in shaping employee efforts to achieve high productivity in an organization.

## **Statement of the Study**

One important element that affects an organization's overall productivity, employee retention, and well-being is employee satisfaction. The work environment is crucial in determining the experience and job satisfaction of employees at higher education institutions like Auchi Polytechnic. The physical surrounds, organizational culture, management style, communication routes, and career progression prospects are all included in the work environment. Even though having a nice work environment is important, there is not much thorough research on how these elements specifically affect employee happiness at Auchi Polytechnic.

This research will examine the effect of work environment on employee performance to Auchi Polytechnic. By identifying the key factors that contribute to or hinder employee satisfaction, the study hopes to provide valuable insights into the areas that require improvement in order to foster a more supportive and motivating workplace. Creating an environment that not only increases job satisfaction but also raises the standard of services provided by the institution requires an understanding of the relationship between the work environment and employee satisfaction in this particular context. University administration, legislators, and human resources specialists will find the research's conclusions useful in developing plans to enhance worker well-being, maximize working circumstances, and eventually boost the institution's overall performance.

The main objective was to examine the effect of work environment and employee performance in Auchi polytechnic while the specific objectives are to:

1. Assess the effect of physical infrastructure on quality of work in Auchi polytechnic, Edo State Nigeria.
2. Evaluate the nature of effect of administrative support on staff productivity in Auchi polytechnic, Edo State Nigeria.

The following research hypotheses guided this work:

Ho<sub>1</sub>: Physical infrastructure does not have affect quality of work in Auchi Polytechnic, Edo State,

Ho<sub>2</sub>: There is no effect of administrative support on goals achievements in Auchi Polytechnic, Edo State,

## **Review of Related Literature**

### **Conceptual of Work Environment**

Ismawan, (2022), posit that a work environment is made up of all the forces, actions, and other significant elements that are either currently or may soon be influencing an employee's performance and activities. The working environment encompasses both the environment in which employees operate and the relationships that exist between them. "The ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This increases an organization's effectiveness and enables staff members to gain from group expertise. Furthermore, he contended that a workplace that is tailored to the needs of its workers and allows for unrestricted idea sharing is a more effective way to inspire workers to deliver more.

The work environment is widely acknowledged as a fundamental determinant of employee performance, which is a crucial component in attaining organizational success. While a poor or unsupportive work environment can result in disengagement and decreased productivity, a great work environment can increase motivation, efficiency, and overall effectiveness. This review of the literature examines how different aspects of the workplace affect worker performance, specifically focusing on Auchi Polytechnic Auchi, Edo State.

### **Concept of employee performance**

Employee performance is significantly influenced by the physical surroundings of the workplace. Numerous studies have demonstrated the beneficial effects of ergonomically planned and well-maintained workstations on employee productivity and job satisfaction. Assert that, there is a direct correlation between employee performance and physical elements such lighting, ventilation, workplace design, and furniture quality. Stress and exhaustion are decreased in comfortable and practical working environments, which can improve concentration and output. The state of offices, classrooms, libraries, and faculty rooms can have a big impact on how effective staff members are at academic institutions like Auchi Polytechnic Auchi, Edo State, especially for faculty members who teach and conduct research. (O'Neill & Hare, 2015)

### **Concept of Quality Work**

Work quality is the extent to which tasks are carried out precisely, efficiently, and in accordance with the objectives and standards of the company. It includes the completeness, punctuality, and level of supervision

needed in addition to the work's technical accuracy. Work should be done accurately and without mistakes, especially when it comes to duties that call for technical or numerical accuracy. "The accuracy of work output or the quantity of errors are frequently used to gauge the quality of a job" (Campbell, McCloy, Oppler, & Sager, 1993). Consistently producing high-quality work over time shows dependable performance. Sonnentag (2002) assert that consistency is a crucial sign of an employee's competence and dependability.

**Concept of Administrative Support**

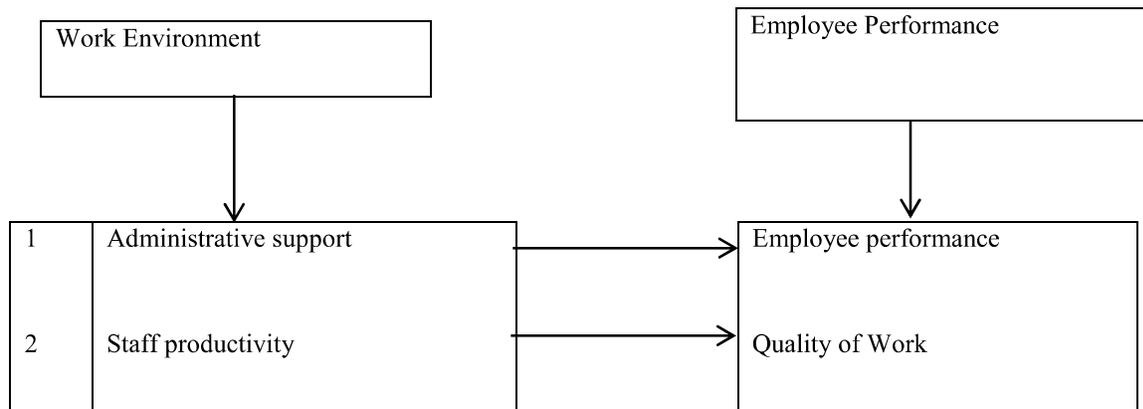
The role of administrative support in enhancing staff productivity is fundamental in optimizing organizational efficiency, especially in educational institutions like universities and businesses. Administrative support functions as the backbone of day-to-day operations, handling everything from managing communication to organizing resources and supporting staff through logistics and coordination. The effective execution of these functions significantly impacts how productive employees are performing their core duties. Administrative support enables the smooth running of routine tasks such as scheduling, correspondence, resource management, and data handling. When these administrative tasks are managed effectively, staff members can focus more on their primary roles, whether that is teaching, research, or technical support. By handling scheduling, document management, and coordination, administrative teams allow staff to use their time more efficiently, which directly boosts productivity. (Ismanwa, 2022).

**Concept of Staff Productivity**

Employee productivity is the effectiveness with which workers do their jobs and contribute to an organization's success. It is an important indicator of organizational and individual performance. Maintaining competitive advantage, cutting expenses, raising profitability, and accomplishing organizational goals all depend on high worker efficiency (Koys, 2001). Various elements, including corporate culture, tools and resources, motivation, leadership, and working environment, affect productivity.

The conceptual model can be presented as follows:

**Table 1: Conceptual model**



SOURCE: Researcher, 2025

**Theoretical Framework**

Frederick Herzberg proposed Herzberg's Two-Factor Theory in 1959, which holds that two different sets of elements—hygiene factors and motivators—have an impact on employee performance and satisfaction. Extrinsic factors known as "hygiene factors" include things like pay, job security, corporate policies, and working conditions. If they are not met, they can cause discontent but, when they are, they may not inspire workers. On the other hand, motivators are inherent elements like success, acknowledgment, and personal development that,

when present, have a direct impact on performance and job satisfaction (Herzberg, 1959) cited in (O'Neill & Hare, 2015). Herzberg's theory can be used to understand how Auchu polytechnic Auchu's, workplace impacts employee performance. The institution's physical workspace, which consists of offices, classrooms, and research centres, makes up the hygiene components. Two examples of these factors that could have a detrimental effect on worker satisfaction and performance are inadequate illumination and outdated facilities.

**Empirical Review**

Hassan and Hatmaker (2014) focused on transformational leadership in the setting of the workplace and investigated how leadership style affects worker performance. Employee motivation and performance are impacted by the quality of the work environment, which is directly impacted by leadership behaviors, according to their study. It has been demonstrated that transformational leaders that support staff growth, give feedback, and encourage open communication increase job happiness and performance. According to the study, workers' levels of engagement and productivity were better in companies with supportive leadership approaches.

Spector (2000) examined the relationship between job happiness and employee performance as influenced by different aspects of the workplace. Employees who are happy with their work environment, including job security, benefits, and organizational support, typically perform better, according to the study. Motivation and engagement, two factors that are essential for great performance, have been demonstrated to be directly impacted by job satisfaction. According to the research, employees' job happiness and performance results are improved in a supportive and accommodating work environment.

Parker, (2010) concentrated on how employee performance is impacted by workplace autonomy. Their study showed that giving workers autonomy over their work including the power to make decisions and the freedom to choose how to complete tasks improves job satisfaction and output. They discovered that autonomy encourages a feeling of accountability and control over job results, which in turn inspires workers to do better. The significance of workplace autonomy has highly influence employee performance.

**Methodology**

The study used survey design. 218 staff made up academic and non-academic were systematically and conveniently pick. Bill Godden (2004) cited in Ismawan (2022) opined that where the population is small, the sample size can be same as the population. The data were collated, compiled, coded, and the descriptive statistics was used to present and analyse the results. To illustrate the percentages of occurrence in each category of a particular variable, the data collected was displayed in frequency distribution tables. In order to examine the hypotheses, SPSS V25 was used to do multiple regression analysis, which calls for one dependent variable and one independent variable.

**Table 2: Qualification Distribution**

QUALIFICATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		18	8.3	8.3	8.3
	OND/NCE	81	37.2	37.2	45.4
	BSC/HND	111	50.9	50.9	96.3
	MBA/MSC	8	3.7	3.7	100.0
	Total	218	100.0	100.0	

*Source: Analysis of field study (2025)*

Table 2. indicate that 37.2% of the respondents have OND/NCE qualification, 50.9% have BSC/HND qualification and 3.7% of respondents have MBA/MSC qualification.

**Table 2: Staff Tenure (STAGE) Distribution**

STAGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		18	8.3	8.3	8.3
	LESS THAN 5	25	11.5	11.5	19.7
	6-10 YEARS	109	50.0	50.0	69.7
	10 YEARS	66	30.3	30.3	100.0
	Total	218	100.0	100.0	

Source: Analysis of field study (2025)

The table 2 this is based on the number of years staff of the sampled institution have remain in employment. The study shows that 11.5% of respondents have spent less than five (5) years in the entities and 50% have 6 years to 10 years as employees of the institution, 30.3% of the staffs have spent 10 years and above.

**Table 3: Examination of Response to access the extent at which administrative support affect staff productivity in Auchi Polytechnic, Edo State Nigeria**

Qtn	To what degree does administrative support affect staff productivity?	SA	A	U	D	SD	Sum	Mean score	Rank
		1	2	3	4	5			
1	I receive adequate support from administration to complete my tasks efficiently.	4	9	26	88	73	817	4.085	2nd
2	Administrative support helps reduce work-related stress and delays	4	10	25	90	71	814	4.07	3rd
3	Administrative staff respond to requests in a timely manner	4	9	22	86	79	827	4.135	1st
4	Administrative processes (e.g., approvals, documentation) are well-organized and efficient.	5	12	32	79	72	801	4.005	4th

Source: Analysis of field study (2025)

Table 3 above shows that administrative staff do not respond to requests in a timely manner by ranking 1<sup>st</sup> with a mean score of 4.135; adequate support from administration, administrative support, administrative processes with mean scores of 4.085, 4.07, and 4.005 and respectively ranks 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> respectively.

**Table 4: Descriptive Statistics**

Descriptive Statistics										
	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
				Statistic	Std. Error		Statistic	Std. Error	Statistic	Std. Error
EP	200	1.00	5.00	2.4730	0.0922	1.30421	0.113	.172	1.495	.342
PI	200	1.60	4.00	2.3290	0.0415	0.58727	0.066	.172	4.87	.342
AS	200	1.60	4.20	3.0210	0.0390	0.55180	-0.429	.172	2.46	.342
Valid (listwise)	N200									

SOURCE: Researchers' Compilation (2025)

The mean value of staff productivity of 2.473 shows that respondents average agrees on the issue of work environment. The kurtosis value of 1.495 that measures the peakedness or tailedness of a distribution tend to be platykurtic that inhibit values around the mean because this value is less than the bench mark of 3.

Administrative support (AS) with mean value of 3.02 indicate that on average; respondents are averagely undecided on the impact of administrative support on quality of work. The kurtosis of 2.46 indicate a short-tailed distribution which is platykurtic.

**Table 5: Diagnostic Test Estimates**

Model	Dimension	Eigenvalue	Condition Index	(Constant)	PI	AS
1	1	4.864	1.000	.00	.00	.00
	2	.060	9.018	.00	.04	.02
	3	.040	11.077	.00	.77	.08
	4	.026	13.735	.00	.00	.66
	5	.010	21.561	1.00	.19	.25

*Source: Researcher’s Computation (2025)*

The eigenvalues of 0.06, 0.04, 0.26, 0.010 are greater than one in any of the five-dimension indicating that the explanatory variable can create a variance on the dependent variable.

**Reliability Test**

It is done with a Cronbach Alpha value which is scaled from 0 to 1. This indicates that response value are consistent with participants. It indicates that response can be relied on to pass judgment.

**Table 6: Estimate of Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.760	5

*Source: Researcher’s Computation (2025)*

The Cronbach Alpha value of 0.760 shows that responses are highly reliable and can enhance judgment and statistical inference.

**Panel Least Square Regression Result**

This is used to predict the behaviour of the endogenous variables, which indicate the line of best fit that enhances prediction with significant accuracy. The rejection or acceptance of the null hypothesis will be based on the below estimates in table 1.8.

**Table 7: Pooled Least Squares Regression Estimates**

Dependent Variable: staff productivity			
Method: Pooled Least Squares			
Variable	Coefficient	Std. Error	Prob.
C	0.849	0.787	0.282
PI	0.312	0.156	0.046
AS	0.155	0.171	0.365
R-squared	0.586		
Adjusted R-squared	0.393		
Log likelihood	-330.37		
Durbin-Watson stat	1.85270		

*Source: Researcher’s computation 2025*

The Durbin-Watson statistics of 1.85270, which is, lower than 2.5 implies that the auto-correlation is within the normal region which aid co-integration and enhance the relationship between the dependent and exogeneous variables. The DW result also indicates that stochastic dependence between successive units of the error term is unlikely in the model. The standard error in the model is used to control the issue of heteroskedasticity which

shows the prowess of the explanatory variable explaining the dependent variable and the variance of the unexplained portion remains constant or standard error is constant. The log likelihood that lies between -infinity to infinity measures the goods of fit of the model with a value of -330.37 which is high indicate that the panel least square regression is good model that will enhance the explanatory variable prowess to explain the dependent variable. Therefore, the null hypothesis will be rejected when the P-value is less than the critical value of 0.05 level of significance and the alternative hypothesis is accepted.

However, physical infrastructure exhibited a positive correlation with quality of work in Auchi polytechnic, Edo State, Nigeria with a coefficient value of 0.312 and the impact of physical infrastructure (PI) on quality of work in Auchi polytechnic, Edo State, Nigeria is significant with P-value of 0.046 that is less than the critical value of 0.05. therefore, the null hypothesis is rejected which implies physical infrastructure does not have a significant effect on quality of work state, Auchi polytechnic, Edo State, Nigeria.

The coefficient value of -0.155 and P-value of 0.3649 indicates that administrative support (AS) has a negative correlation and an insignificant impact on staff productivity, therefore, the null hypothesis accepted while alternate is rejected.

This is intended to reveal at a glance the analysis carried out, the result revealed and the findings to enhance judgment. The decisions are based on 5% level of significance and the table 8 below will enhance these summaries as estimated.

**Table 8: Estimates**

<b>Test Statistics: Panel least Square Regression</b>					
<b>Variables</b>	<b>Type of variable</b>	<b>Coefficient Value</b>	<b>P-Value</b>	<b>Association/Significance Level</b>	<b>Decision</b>
Staff productivity	Dependent				
PI	Independent	0.312	0.046	+/Significant	Reject the null Hypothesis
AS	Independent	-0.155	0.3649	-/non-Significant	Accept the null Hypothesis

*Source: Researcher’s computation 2025*

**Conclusion**

The relationship between work environment and staff productivity is one that has been extensively explored in empirical research. A favorable work environment not only enhances the physical and psychological well-being of employees but also has a significant impact on their productivity, job satisfaction, engagement, and overall performance. The studies reviewed in this paper highlight the importance of various work environment factors, including physical conditions (such as lighting, ergonomics, and office layout), organizational climate, leadership practices, and job design, all of which contribute to shaping the work experience of employees.

A well-structured work environment that supports the needs of employees—both physically and psychologically—can improve employee motivation, reduce turnover, and increase job satisfaction. Conversely, a negative work environment characterized by poor leadership, insufficient resources, lack of recognition, and stressful conditions can hinder employee performance and lead to disengagement and dissatisfaction.

For institutions such as in Auchi polytechnic, the implications of these findings are clear. staff who feel supported, valued, and empowered are more likely to perform at their best, contributing to the institution’s overall success. Additionally, a work environment that encourages autonomy, provides opportunities for growth, and fosters

positive relationships between leadership and employees is essential for improving employee performance and, consequently, the institution's academic output.

### Recommendations

- I. Ensure that work environment are well designed to provide optimal thermal comfort by regulating temperature, humidity, and air quality. Integrating noise-reducing materials and proper acoustics is equally important.
- II. Institution should boost administrative support through streamlined communication channels and the implementation of collaborative technologies.

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