

**IMPACT OF JOB SATISFACTION, JOB ATTITUDE  
AND EQUITY ON THE PERFORMANCE OF NON-  
ACADEMIC STAFF OF BAUCHI STATE UNIVERSITY  
NIGERIA: THE MODERATING ROLE OF PHYSICAL  
WORKING ENVIRONMENT**



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ENVIRONMENT**

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## ABSTRACT

Creating motivational measures that are capable of enhancing employee job satisfaction is paramount to every organisation due to the fact that it brings about positive job attitude and also brings about perceived equity among employees in the workplace. However, the physical environment at which employees work is also believed to have a great deal to do in determining the level of employee job satisfaction, job attitude and perceived equity on performance of an employee. Therefore providing a conducive physical working environment is critical to organisations as it will further enhance job satisfaction, job attitude and equity which will result in higher employee performance. This study examines the impact of job satisfaction, job attitude and job equity on the performance of non-academic staff of Bauchi State University Gadau Nigeria with physical working environment as the moderator variable. Therefore, a total number of two hundred and seventy questionnaires were given out to non-academic staff of BASUG using systematic random sampling and data collected is analysed using Statistical Package for Social Sciences (SPSS). The result of the study finds that there is a positive and significant relationship between job satisfaction, job attitude and job equity on the performance of non-academic staff of the University. The findings further suggest that physical environment negatively moderates the relationship between job satisfaction and employee performance while it positively moderates the relationship between job attitude and job equity on performance of the non-academic staff of the University. Therefore, the study will serve as a policy guide to the management of the University in areas relating to employee performance improvement and it will also further make an impetus in the field of organisational behaviour and human resource management.

**Key words:** job satisfaction, job attitude, job equity, employee performance, physical working environment.

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## ABSTRAK

Langkah-langkah motivasi yang mewujudkan mampu meningkatkan kepuasan kerja pekerja adalah penting bagi setiap organisasi kerana fakta yang membawa kepada sikap kerja yang positif dan juga membawa ekuiti dilihat di kalangan pekerja di tempat kerja. Walau bagaimanapun, persekitaran fizikal di mana kerja pekerja juga dipercayai mempunyai banyak untuk menentukan tahap kepuasan kerja pekerja, sikap kerja dan ekuiti dilihat kepada prestasi seseorang pekerja. Oleh itu menyediakan persekitaran kerja fizikal yang kondusif adalah penting kepada organisasi kerana ia akan meningkatkan lagi kepuasan kerja, sikap kerja dan ekuiti yang akan menyebabkan prestasi pekerja yang lebih tinggi. Kajian ini mengkaji kesan kepuasan kerja, sikap kerja dan ekuiti pekerjaan kepada prestasi kakitangan bukan akademik negeri Bauchi Universiti Gadau Nigeria dengan persekitaran kerja fizikal sebagai pembolehubah moderator. Oleh itu, seramai 270 soal selidik telah diberikan kakitangan bukan akademik daripada BASUG menggunakan persampelan rawak sistematik dan data yang dikumpul dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial (SPSS). Hasil kajian mendapati bahawa terdapat hubungan yang positif dan signifikan di antara kepuasan kerja, sikap kerja dan ekuiti pekerjaan kepada prestasi kakitangan bukan akademik daripada Univeristy. Hasil kajian juga mencadangkan bahawa persekitaran fizikal negatif sederhana hubungan antara kepuasan kerja dan prestasi pekerja sementara secara positif sederhana hubungan antara sikap kerja dan ekuiti kerja terhadap prestasi staf akademik yang bukan Universiti. Oleh itu, kajian ini akan dijadikan panduan dasar untuk pengurusan Univeristy dalam bidang yang berkaitan dengan peningkatan prestasi pekerja dan ia akan juga terus membuat dorongan bidang gelagat organisasi dan pengurusan sumber manusia.

**Kata kunci:** kepuasan kerja, sikap kerja, ekuiti pekerjaan, prestasi pekerja, persekitaran kerja fizikal

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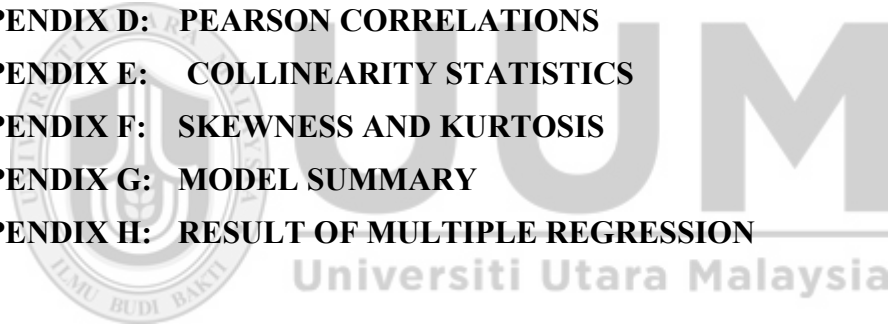
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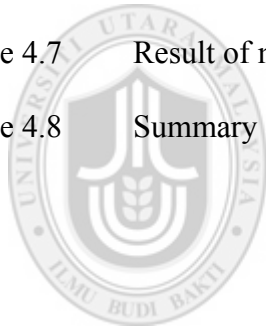
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## LIST OF ABBREVIATIONS

BASUG: Bauchi State University Gadau

EP: Employee Performance

EQ: Equity

JA: Job Attitude

JS: Job Satisfaction

OYA GSB: Othman Yeop Abdullah Graduate School of Business

PSM: Public Service Motivation

PWE: Physical Working Environment

S&K: Skewness & Kurtosis

S/error: Standard Error

SPSS: Statistical Package for Social Sciences



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# CHAPTER ONE

## INTRODUCTION

### 1.0 Chapter Introduction

This part will discuss the background of the research as well as the problem statement, so as to have an insight on issues concerning the research topic. It will further clarify the research objectives, research questions, problem statement, and scope of the study, significance of the study, research importance and organisation of chapters.

### 1.1 Background of the study

Performance level of an employed individual has constantly been a tasking challenge in management of an organisation, devising an operational methods to motivate an individual employee to succeed and deliver qualitative job performance as well as surge the organizational competency level is the central objective of every business organisation (Lee & Wu 2011). Ogbulafor, (2011) suggested that the deteriorating level employee performance in Nigerian tertiary institutions is fast becoming a serious threat to survival of universities in Nigeria which needs to be addressed urgently. This might as a result of government failure in developing countries like Nigeria to improve the skills and knowledge of their civil servants through effective human resource development programs the can boost employee performance as well as in ability to exploit the capability of well experienced and trained employees (Tessema, Tesfayohannes-Beraki & Tewolde 2015).

For that motive it is alleged that employee performance is contributory to organisational progression and lucrativeness (Poole, 2009). The employees are considered as the foremost business assets that expedite the regular accomplishments and tasks of an establishment (Mudah, Rafiki & harahap 2014). Similarly, Oluwafemi (2010) proclaimed that managerial usefulness and competence hinge on how effective and efficient the employees in the organization are.

Employer's ability to comprehend employee's satisfaction level and attitude of work as it relates to schedules and daily responsibilities and level of perceived equality and how the physical work environment influence such employee's will impact greatly on employee productivity and performance. Howard (2009) view job satisfaction as a blend of likable and unlikable moods or behaviour of an individual worker on their work schedule, implying that when an individual is employed such individual might come along with desires, wants and anticipations which define their meaning for being there. Satisfaction on a job symbolises the enormousness to which optimism are align with real rewards and benefits.

According to Mowday, Porter and Steers (2013), most employees of today have a high degree of job dissatisfaction which create attitudes that are undesirable on the job and in turn degenerate their performance ability and that their working place as well. Employees that realise perceived equity have higher chances for job satisfaction which will lead lower intention to leave as well as leading to higher level of commitment to the organisation (Arti, Kuldeep, & Ekta, 2009).

Nevertheless, such displeasure and unwanted behaviour on the job can because of perceived inequity amid the workers. Consequently it insinuates that employee's



performance can be weighed by the extent to which an individual employee is pleased and satisfied on the job which will function as a catalyst on the behaviour and actions of the employee causing a feeling justice and evenness (Bhupatkar, 2012). Also, Wouter (2009) suggested that positive impressions that involves sensation of satisfaction on the work might bring about extreme and enhanced performance, specifically when viewing performance as being extensive than just task performance. It's also relatable to take note that well and motivating pay bundle, working environment that is conducive and normal as well as even level of opportunities among employees can give birth a good and likable job attitude while their mixture is also capable of being determining factor for enhancing the performance of employees in their workplace.

The structure and design of organisation's physical environment and layout can influence employee level of performance (Chandrasekhar, 2011). A conducive physical environment with basic facilities can result to job satisfaction, positive job attitude as well as increase employee perceived fairness thereby enhancing employee efficiency and performance (Noblet, Maharee-Lawler, & Rodwel, 2012). On the other hand, an unconducive physical environment on the other hand can result to job dissatisfaction, negative job attitude and perceived inequity which in turn will lower employee performance and productivity (Mc Guire & Mc laren 2008).

Hence, considering equal attention and treatment create a feeling of perceive, contentment on the job and job attitude and such elements are subjective by the physical working environment of non-academic employees of Nigeria universities need to be an topic of inordinate alarm to authorities handling the affairs of Nigerian Universities in order to reach top level of performance. Universities solidity and active performance

are very momentous and are therefore seen as focal point of distinction, in which education is imparted and awareness is dispersed to the students (Collini, 2012).

The study will as well adopt the role of physical working environment as a moderating factor for job satisfaction, job attitude and equity of employee performance. Furthermore, it is believed that the physical working environment which the people work have a great influence on their respective performance level. Wamalawa, Kumati, and Wandera (2015) opined that the environment where people work plays a central role for performance and productivity of an employee given that the feature of working environment may simply determine the level of employee motivation. Moreover, the structure and design of organisation's working environment and layout can influence employee level of performance in the workplace further implying that a conducive physical environment with basic facilities can result to job satisfaction, positive job attitude as well as increase employee perceived fairness thereby enhancing employee efficiency and performance while an unconducive physical environment on the other hand can result to job dissatisfaction, negative job attitude and perceived inequity which in turn will lower employee performance and productivity (Mc Guire & McLaren 2008).

The institution of higher education are commonly seen as official institutions well-known by the public with mandate to enrich awareness, rich philosophies and epitomes (Arikewuyo, 2012). Thus, non-academic workforce of the university render a paramount part in the managing of the university which create the necessity for them (non-academic staff) to be given the prospect to advance their human aptitude and secure more tutelage in order to be important in this 21st era (Oyeyemi, 2012). Ajibade, (2012), also maintain that quest of educational superiority in the Nigerian institution of higher education is not only the obligation of the academic staff, but also the non-

academic staff who carry out an indispensable part by taking charge of secretarial and clerical undertakings in order to solidify the right state that is essential for education to be impacted.

Additionally, the participation in the process of non-academic staff of Nigerian Universities cannot be overstated, hence, making it highly imperative to be unheeded in the operational management of the University structure in Nigeria. With the view of enhancing value of education in Nigeria, the necessity arises to ascertain how such employees are being handled in their work as well as their attitude and job satisfaction in order to heighten their corresponding performance.

## **1.2 Background of Bauchi State University Gadau**

Bauchi state is one of the thirty six state of federal republic of Nigeria, the state can be found in the north-eastern part of the country in which the university is stationed. BASUG was formed by the Bauchi State House of assembly under the publicised law of the state in the year 2010. Government of Bauchi state sign up with a professional consultant in March, 2011 to design a blue print for the effective launch of the institution within the timeframe of 2011 to 2012. Thus, the urge for the creation of the University is believed to be derived from the promotion of and encouragement of University education within the state and to enable indigenes of the state to have easy access to university degree and also offer employment opportunities (academic brief, volume 1, 2013).

Moreover, BASUG is composed of three campuses in all spread across the senatorial districts of the State. The campuses consist of school sciences, education and art; school of law and school social and management science, the major driving idea for the

creation of the institution is to serve as a centre for academic discipline and scholarship. Likewise the foremost objective of the University is to offer job and invite the best manpower to deliver its traditional role of teaching, research and communal service.

In order to realise its targeted mission, vision and objectives, of the university, it will be of noteworthy importance to produce a justifiable and conducive working environment for its employees which will result in higher performance. The governing council for the university and the principal officers who are responsible for managing and day to day decision making were inaugurated on December, 2011. The principal officers consist of the Vice chancellor professor Abdurrahman Muktar Ezzeiden; the registrar in person of Mahmud Usman; and Mallam Ayuba Gital was appointed as the university bursar while Abdulkadir Mustapha was the *chief* librarian. On the other hand, the governing council comprises Professor Abdullahi Ango as chairman, Professor Gambo Laraba Abdullahi Ambassador Umar Babaji Misau, Professor Suleiman Bogoro, Saidu Ibrahim Jahun o Professor the rest include: Abdul Rahman Muktar Ezzeiden, Dr. Maigari Kashinbila, Dr. Kawu Garba Dauda, Dr. Bala Babaji, Dr. Bahir Jumare and Mahmud Usman, the Registrar as secretary of the board (Sun Newspaper, 2013; Registry, 2013).

However, with the return of democracy in May 1999, the major concern of Nigerians focus mainly on developmental issues due to the fact that there is a large believe that apart from good leadership and freedom, democracy most also be capable of delivering development in all areas with major emphasis on educational sector at all levels, this brings the democratically elected government under strong criticism and pressure to establish more Universities across the country (Aluko 2007). This however, led to establishment of more Universities by various state government and the federal

government in which Bauchi State University fall into this category known as the seventh generation universities. This generation of universities are believed to be at their early take off stages with shorter historical background. Some of the new generation universities include: Bauchi State University established in 2011, Jigawa State University in 2013, and Kaduna State University in 2004, Kwara State University in 2009. Others establish by federal government in 2011 were Federal Universities of Dutse, Gombe, Katsina, Kogi and Nasarawa (source: NUC).

This newly established Universities in which BASUG is also included tend face obstacles as regard to human resources due to the fact that the non- academic staff are believed to have low morale on their jobs as a result of low funding and government inability to pay their salaries and benefits timely effectively. As asserted by Kelly, (2014) That most of the newly established Universities are established for political reasons by the government and in most cases changes in government brings about fund starvation which make the Universities incapable of meeting the financial needs of its employees their by creating high level of dissatisfaction which result to high employee turnover and lower performance.

### **1.3 Problem statement**

Absence of clearly defined career development for non- academic staff with low concern of government and management of Universities is believed to be a major cause of employee dissatisfaction which leads to high turnover rate of support staff of public Universities in Nigeria (Bukar & Timothy 2014). This however, give the non-academic staff the impression that their ambition and future career cannot be met by the University. Further, dissatisfaction and incongruity have over and over again ascended and developed from unsatisfied demands or unrestrained expositions of management

prerogative between the non- academic staff, triggering rattle and in due course leading to lower performance of the non- academic staff thereby affecting the overall performance of the Universities (Adeniji and Adekunjo, 2010).

In the same way, the subject of deprived funding by the government, which outcome brings about not only meagre salary scales but also untimely and inconsistent payment of the salaries with a wide disparity between the non-academic staff and the academic staff have also lead to unwanted job attitudes which tend directly affect the performance of the of the non- academic staff Nigeria seriously (Arikewuyo, 2012). However, this situation gives room for high rate of absenteeism, low job commitment and engagement which if not tackled can bring down the whole system to its kneel.

Moreover, the non- academic staff most of the times perceive injustice with regards to lack of clear-cut, objective criteria for promotion (Adamu, 2014). Most of the promotions were made based on selective justice, in most cases favouritism is mostly considered when it comes to issue of promotion, training and development and other aspect of human resource management development instead of using the stated guidelines for such processes. However, it is also believed that management of Nigerian Universities are accused of been highly partial and bias when it comes issue recruitment, promotion as well as career development implying that they (management) offer employment mostly to their immediate family and friends, and also pave way for them to achieve rapid promotion and excel while ignoring other employees that are more qualified and experienced (Sawyerr 2004). This situation create a high level of inequity among other employees which demoralises them and decrease their performance drastically.

The non-academic staff of Nigerian Universities in most cases weigh equity base by observing other employees in lucrative business sectors like oil and gas, banking sector and mining thereby perceiving high level of inequity which in turn lower their performance severely.

Additionally, according Nasiru (2012), one of the major factors affecting employee performance in the Nigerian public Universities is lack of conducive physical working environment. Nwachiani (1999) also argue that shortage of physical facilities and equipment due to under-funding of Universities in Nigeria is believed to posing a great challenge to effective service delivery inadequate office space for staff and other physical facilities like cooling and heating system with technological equipment that will aid in higher performance are also lacking. This situation therefore create a highly unfavorable working environment for the non- academic staff thereby resulting to low satisfaction, negative attitude and also inequity.

Base on the above problems confronted by Nigerian universities in which Bauchi State Univeristy happens to be one of them, it clearly evident that non- academic staff of Nigerian universities are being faced with challenges like low performance due to job dissatisfaction, poor job attitude and inequity. It also shows that poor physical working environment is believed to be hindering level of performance of the non- academic staff.

#### **1.4 Research questions**

- i. What is the relationship between job satisfaction and performances of non-academic staff of Bauchi State University?

- ii. What is the relationship between job attitude and performances of non-academic of the Bauchi State University?
- iii. What is the relationship between equity and performance of non-academic staff of Bauchi State University?
- iv. What is the moderating effect of working environment on job satisfaction, job attitude and equity on performance of non- academic staff of Bauchi State University?

### **1.5 Research objectives**

- i. To identify the relationship between job satisfaction and performance of non-academic staff of Bauchi State Universities.
- ii. To identify the relationship between job attitude and performance of the non-academic staff of Bauchi State Universities.
- iii. To examine the relationship between equity and performance of the non-academic staff of Bauchi State Universities.
- iv. To examine the moderating role of working environment on job satisfaction job attitude and equity on employee performance.

### **1.6 Scope of the study**

The range of the research work involves non- academic staff of the Bauchi State University. The non- academic staff are in custody with the obligation of performing administrative undertakings of the University on a daily basis. Nonetheless, this study will deliberate and centre on non- academic personnel of the Bauchi State University,



in view of the point they execute most of the administrative and clerical parts in the University situation.

### **1.7 Significance of the study**

Organisations all over are in dire need of employee that will be able to render best service that will increase organisational productivity which makes it a necessity for such organisation to adopt measures that will be aimed at motivating employee thereby enhancing overall performance of the employee (Van De, Paauwe, & Van Veldhoven, 2012). Performance and productivity of a worker in the workplace is also determined by how such employee is motivated and willing to perform more efficiently (Robbins, Judge, & Millett 2013).

However, according to Demerouti and Cropanzano (2010) an employee that is satisfied with in workplace is believed to perform higher considering that the employee is happy and contented with the job. Similarly job satisfaction is an important ingredient for motivating and employee to perform more effectively in workplace (Zhang, & Zheng, 2009). Therefore the study will be significant as it will aid in examining job satisfaction of non- academic staff of Bauchi State University Gadau as it relate to employee performance which will help in identifying further more effective ways of enhancing employee job satisfaction thereby achieving overall performance in the institution.

Poor job attitude of administrative staff of Nigerian universities is also believed to one of the major problem causing a serious setback in the development of Nigerian universities (Ololube, Dudafa, Uriah, & Agbor, 2013). Most of the non- academic staff tend develop a negative job attitude which tend to effect or lower their performance (Luthans, Avey, Avolio, & Peterson, 2010). Therefore in order not let things get worse

at Bauchi state Univeristy that is recently established it will be important to examine the work attitude of its non- academic staff so as to come up with effective policies and programmes that will enrich their attitudes toward job and enhance the level of performance.

Moreover, equity among employees in an organisation also play a very significant role in ensuring fairness and justice within an organisation which also result to higher performance and low employee turnover (Nadiri, & Tanova, 2010). In most situations today in the Nigerian public sector most employees perceive inequity in the workplace which brings about higher employee turnover rate and depleting the performance of the public sector (Muogbo, 2013). As a public institution therefore, BASUG need to evaluate the level of equity among its non- academic staff and ensure that equitable treatment is given to all employees in order to retain and also enhance the performance of the non- academic staff of the university so as to reduce rate of employee turnover.

Understanding the need to build a conducive physical working environment that will promote and encourage employee performance in the work place is also essential (Chandrasekhar, 2011). It is generally viewed that one of the major setback for Universities in Nigeria is poor or unconducive physical environment (Oni, 2012). In most cases the impact of employee performance is hindered by lack of conducive physical environment which tend to cause job dissatisfaction, poor job attitude and inequity (Massey, Meagan, (2014), Bevan, Quadrello, McGee, Mahdon, Vavrovsky, & Barham, (2009), Syed & Bhat, (2013)).

The work will thus serve as a locus topic for the administration of the Bauchi State University as it relate to making resolution and decisions on the subject of upgrade,

training, pay bundles and other aspects that of pronounced concern to worker job performance and productiveness. The study will correspondingly be of prominence, owing to the circumstance that most studies piloted concentrated on the academic staff of the Nigerian Universities, while flouting importance and part performed by non-academic staff. It will also support the Univeristy in ascertaining and unravelling complications allied to physical work environment and bring about higher performance.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Chapter Introduction

In this section will deliberate numerous writings from erstwhile studies will be revised in order to detect and debate their separate outlooks of the variables take on in this study in order to discover the interactions amid the dependent variable which is employee performance and the independent variables which include job satisfaction, job attitude and equity as well as the moderator which is physical working environment.

#### 2.1 Employee performance

Performance and productivity of an employee is seen an issue of momentous vitality for employers, managers and the entirety of an organisations as well (Kelidbari, Dizgah, & Yusefi, 2011). Equally, performance of an employee on a given job or task is strategic edifice of a business as a result, elements that give rise to enriched performance must be dissected in a more critical dimension by the establishments for success, advancement and growth (Abbas & Yaqoob, 2009).

In connection with the work of Lee, *et-al*, (2011), titled “The effects of internal marketing, job satisfaction and service attitude on job performance among high-tech has always been regarded as an important item in organizational management” Opined employee performance as workers’ complete ability and productiveness in attainment the projected value and realisation of everyday jobs in line with the prescribed procedure and timeline of the organization. In the same way Liao *et-al*, (2012), sees employee job performance as an index for improvements, idleness, recompenses,

retributions, reviews and remuneration changes. It also gratifies the desires for employees to realize themselves.

Ahmad and Khurram (2011), are of the opinion that employee performance embodies the all-encompassing belief of the personnel in relation their conduct and aids in the direction of the achievement of the organization. Khan, Razi and Ali (2011) view employee job performance as work performance in relation both quality and quantity that is anticipated from an employee. Due to persistent competition among different business organisation, employers of labour have realise the significance of employee performance so as to strive in today's global market while realising the fact that as employee performance increases so does the firm's overall performance as well as profitability also rises (Susanty, *et-al* 2013).

### **2.1.1 Employee performance in Nigerian Universities**

Globalization have created a lot of modifications and challenges that affect both the private and public sector around the world which make Nigerian Universities not exceptional to such situations. Although there are some unrelenting arguments about the positive and negative effects about such changes, an effective scrutiny of employee performance therefore becomes a necessity (Krishna, 2010). However, this as a result of the state of employee performance in such universities is at its deteriorating level, and brings on the create a policy that can deliver success and advancement for the management of Universities in Nigeria to collectively, address and deliberate for higher employee performance for their respective institutions.

Moreover, the role of Universities in the process of uplifting socio economic prosperity and political stability in Nigeria cannot be overemphasized. This in reality is reliant on

the Universities capability to muddle through many puzzling challenges that includes lack of enough fund, the complete absence office facilities for employee's to carry out their respective task timely and diligently, the absence of worthwhile technology support services (Benjamin 2014). As a result of the identified problems above, heightened deliberations on employee performance of the non-academic staff of Nigerian Universities keep increasing and becoming a current issue especially among academics (Ferreira & Otley, 2005). Currently, Nigerian Universities are notable areas of focus as regards to performance of employee. The concept of employee performance is preferably stressed lately in the viewpoint of transparency (Hood & Healed, 2006), managerial accountability (Broadbent & Laughlin, 2003), a performance measurement (Ferreira & Otley, 2005) and managerial control (Berry, Broadbent & Otley, 2005).

However, with the fact that Nigeria is seen the largest country in Africa having 20% of the whole of Africa's population, with over one hundred an seventy million people, the country is still deficient in terms of needed capability to compete favourably with other developing nations in relation to areas of strategy to attain economic growth and prosperity. This is perhaps instrumental to low level or poor employee performance which tend to bring about dissatisfaction poor job attitude and inequity.

### **2.1.2 Measures for employee performance**

Ahmad and Shahzad (2011) argued that seeming performance of an employee expresses the entire conviction of an employee in regards to the actions and input to the attainment of the organisations goals and mission. They further mentioned that practices of compensation, evaluation of performance and practices concerning promotion of and employee are the benchmark for performance of a worker. So also, Anitha (2013) stated

that performance of an employee is a gauge or pointer of monetary or other result of the employee that has undeviating relationship with organisation performance and accomplishment as well. Anitha, (2013) additionally disclose that atmosphere at which employee perform task and other schedules, relationship with bosses, co-employee relationship and that of team, compensation procedure, and engagement of an employee are determining factors for performance.

Conversely, Alagaraja1 and Shuck (2015) disclose that employee performance can be measured by means of regular training and improvement. In addition, Thomas and Feldman, (2010) take on measures of employee performance as core job performance, that includes in-role performance, security performance, and inventiveness, trailed by citizenship performance, branded into equally targets-specific and wide-ranging organizational citizenship. As far as this study is concerned however, dimensions for measuring employee performance provided in the study of Liao *et-al* (2012) were chosen. This is due to the fact that the dimensions in those studies employee performance was measured from the point of view of the organization, the employee as well as, the job itself i.e. organizational objective, employee objective, performance development and employee satisfaction are used as measures of employee performance which makes it more wide-ranging.

Performance of an employee hence, gives room for innovativeness among employees and general firm's performance and innovativeness, in a manner that prosperous work of accomplished, inspired and zealous human resources yield ground breaking concepts for newer goods or services and also upsurge performance quality and satisfaction of the clients (Sadikoglu & Cemal, 2010).

## 2.2 Job satisfaction

Job satisfaction is believed not to have a generally agreed definition despite of its significance and wide usage in the field of industrial psychology and organisational behaviour, which make it vital that before clear meaning is given, there is the need to put into consideration the significance and nature activities of human beings all around the globe (Aziri 2011). Several scholars and authors have defined job satisfaction base on their views. A definition given by Hop pock (1935) states that job satisfaction is seen as any form of blend of psychological environmental as well as physiological circumstances that can make an individual admit in all honesty that I am gratified with the employment I do for a leaving. On the basis of this definition, level of job satisfaction is represented by what actually causes the feeling of satisfaction. Another definition given by Vroom (1964) effective orientation of individual in respect to their task and schedules is what defines job satisfaction, this definition put much emphasis on the role played by an employee in the working place.

The most widely used meaning of job satisfaction is the coined by Spector (1997) which states that job satisfaction centres mostly on the feelings on individuals about their entire job, which emphasizes on the level to which individuals like or hate their jobs. Therefore job satisfaction serves as a benchmark on how employee either feel positive or negative about their job and that is the main reason why job satisfaction and dissatisfaction are always present at certain point and situation (Davis, Nestrom 1985). Similarly Aziri (2011) assert that the level of job satisfaction is within the range of extreme satisfaction and extreme dissatisfaction.



Also, according to Kaliski (2007), job satisfaction can be perceived as feelings of accomplishment and how successful an employee is on his/her job which can have a direct relationship to employee performance as well as wellbeing of the employee. Moreover, George and Jones (2008) suggest that job satisfaction is composed of beliefs and feelings that individuals perceive about their respective jobs. However, job satisfaction is believed to be multi-dimensional and intricate, it can be viewed in many different ways by different individuals, usually it is related to motivation even though the scope of the connection is still not very clear Aziri (2011).

### **2.2.1 Factors Determining Job Satisfaction**

Rue and Ryaes (2003) suggest that job satisfaction is determined by some element in the workplace which include financial packages like salaries, opportunities, advancement, working conditions, and work group, further the resultant effect of the determinant serves as yardstick for job satisfaction or dissatisfaction as well as what the outcome will be, as asserted by Aziri (2011) that when discussing issues regarding job satisfaction, job dissatisfaction should be considered in order to ensure balance. Squires, Hoben, Carleton and Graham (2015) argued that though, dissatisfied employees may not quit their jobs, but such feeling of dissatisfaction can impact on them, their colleagues as well as their quality of performance and the service they deliver in the sense that such dissatisfied employees have tendencies of displaying hostility on other employees in the workplace.

In addition, a study conducted by Bos, Donders, and Bounman-Bowner (2009) aimed at obtaining an intuition concerning job satisfaction from employee's viewpoint opined that job satisfaction has five determinants which consist of independence, skill

discretion, support from superior, chances to further education and relationship with co- workers. The framework below shows determinants of job satisfaction.

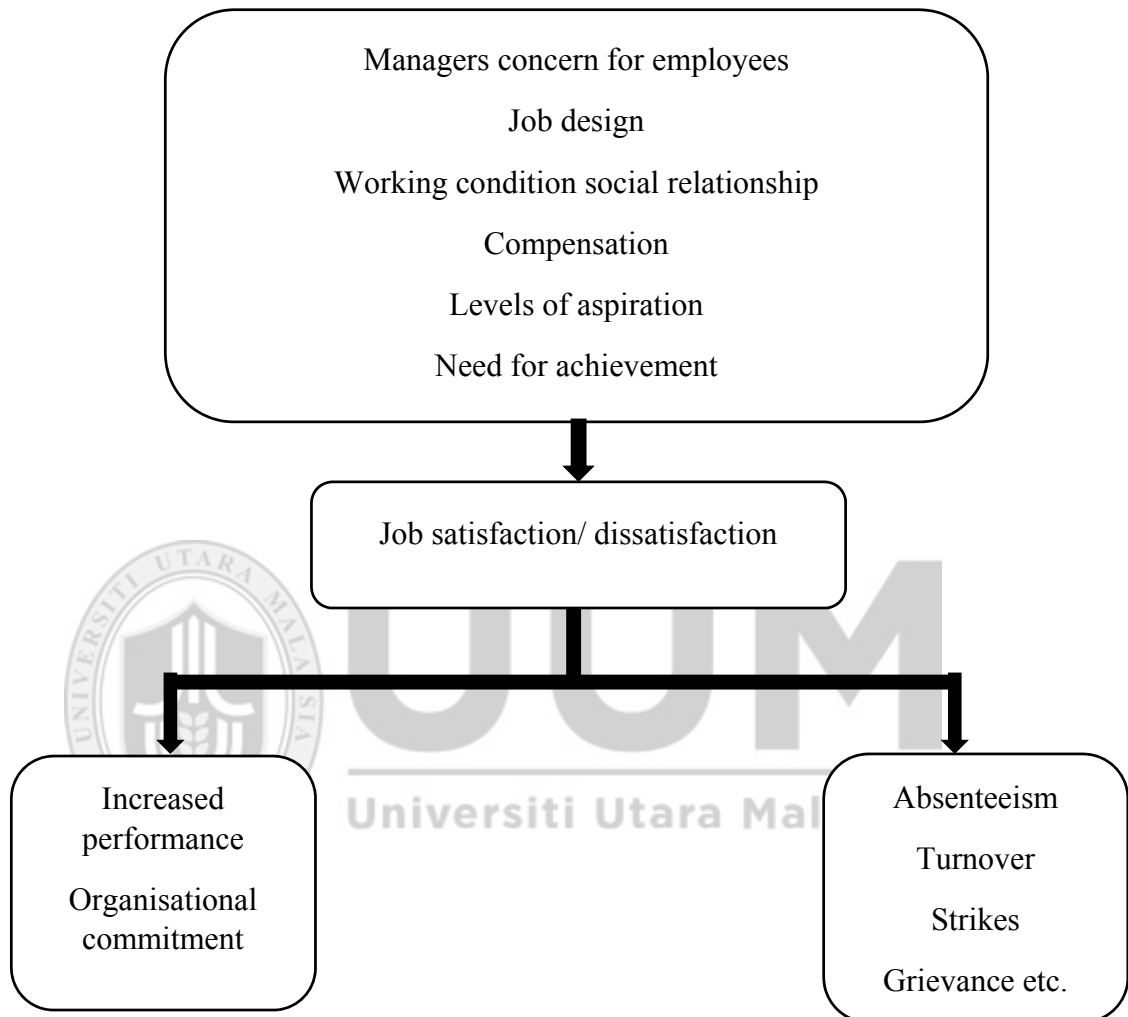


Figure 2.0 Factors determining job satisfaction

*Source: Rue and Byeas (2003) & Bos, Donders, and Bounman- Bowner (2009).*

### 2.2.2 Job Satisfaction and employee performance

In line with definition of Armstrong (2006) job satisfaction as the frame of mind of an employee in regards to his/her job while agreeing and desirable actions on the work symbolises satisfaction on the job, the undesirable or unwanted insolerance ones signifies discontent and less satisfaction. According to Aziri (2011) employee satisfaction on

the job portrays worker's sense of accomplishment. Several works perceived that job satisfaction have a direct connection with worker's performance and productivity level. Usman and Jamal (2013) asserted that job satisfaction is related to performance of an employee in a positive way.

Goris (2006), similarly asserted that the benchmark for analysing employee level of job satisfaction is consist of pay and benefits satisfaction, promotion, supervision, co-workers and the work itself. Tansel and Gazioğlu, (2010) in a paper aim to scrutinise job satisfaction in relation to making decision actions in the direction of employees and business range using the consistent employer-employee assessment results in Britain, ratified four trials of job satisfaction which includes satisfaction with power over job, with volume of emolument, with sense of success and with detail from overseers.

As acclaimed by Aziri, (2011) job satisfaction is underneath the consequence of dynamics that comprise: the nature of effort, recompense, progress chances, management, work assemblages and work surroundings. Vandenabeele, (2009) in a research titled "The mediating effect of job satisfaction and organizational commitment to self-reported performance: more robust evidence of the public service motivation performance affiliation" measure job satisfaction with only one measurement as one's overall satisfaction with the current job.

As a result, measurement of employee's job satisfaction as one of the notable dynamics when it comes to aptitude and usefulness of personnel. In practicality the first-hand decision-making model which sorts it as indispensable that employees should be preserved and well thought-out fundamentally as human beings that have their own desires, needs, and own cravings are a very good scale for the prominence of job

satisfaction in modern-day companies (Usman & Jamal, 2013). In the process analysing job satisfaction, the sagacity that a satisfied employee is a pleased employee and a pleased employee is an active employee (Aziri, 2011).

On the contrary Aziri (2011) further argue that there is no strong nexus between job satisfaction and employee performance considering the fact that a meta-analysis of previous research studies fines .17 best-estimate relationship between job satisfaction and employee performance. He further assert that an employee with high level of job satisfaction may not necessarily have a higher level of performance.

Furthermore, in a study by Rose, Kumar and Pak, (2011) aimed at observing the connection job satisfaction and work performance by a sample of public service officials in Malaysia realise that organizational learning was establish to be positively akin to organizational commitment, job satisfaction, and work performance. In the same vein, Raza, Rafique, Ali, Mohsin, and Shah, (2015) also conduct a study with the gaol of probing the connection between job satisfaction and sales representative's performance with adaptive selling deeds of organisations, the study divulges that that there is a strong association of sales person performance and job satisfaction. Moreover, in the work of Vermeeren, Kuipers and Steijn, (2014) in a study aims to observe the affiliation concerning public organizational performance and workers management with specific emphasis on job satisfaction as a credible mediating variable between organizational performance and HRM, on the impact of a supervisor's management smartness on the application of human resource (HR) practices. However, their discoveries direct that job satisfaction is positively related to employee performance.

Furthermore, in a study carried out by Al- Ahmadi (2009) in order ascertain causes impelling performance of hospital nurses in Riyadh Region, Saudi Arabia came to the conclusion that job satisfaction has a positive correlation to employee performance.

### **2.3 Job attitude**

Job attitudes play a vigorous role in manipulating the work performances of employees' in organizations. Therefore, the necessity to recognise, measure, and boost employee attitudes is noteworthy for the organizations of today. As individuals have dispositions, so, too, do organizations. Organizations, like individuals, can be characterised and observed as rigid, welcoming, earnest, inventive, traditional or otherwise. Such qualities, as well, can serve as aspects to envisage attitudes and behaviours of the people within these organizations (George & Jayan, 2013).

According to Allport (1935) define job attitude as a psychological or neural state for willingness, formulated through practice as well as applying instructions or vigorous influence on a person actions to every object and condition which is related to that particular situation. Ahmad, Ahmad and Syah, (2010) also define job attitude as paradigm that signifies a person's like or dislike as regards to different mode of behaviours. Liao et-al, (2012) define job attitude as a set of behaviour and judgements to work, and such behaviours and thoughts are redirected in form of work involvement and organizational commitment. Based on this definition, therefore job attitude can be viewed as actions and inactions of employee towards their work. Susanty, Miradipta and Jie (2013) define job attitude as a conviction or predisposition to behave in a certain way at the workplace as a result of an individual experience as well as personality. The way people behave in the workplace seldom relies on how an employee feels about

his/her job which implies that understanding the work attitude of an employee is determined by the ones behaviour in workplace.

### **2.3.1 Measures for job attitude**

Pandey, Soodan, & Jamwal, (2014), in a research aimed at describing the attitudinal factors related to the job and their characteristics in the rural intervention organisations describe nine indicators that comprise working conditions, job responsibility, grievance handling procedure, salary and benefits, training and development, employee retention, employee motivation, worker participation in management, intra-organization communication as a measurement for job attitude. Also, in a paper titled “job and work Attitude determinants: An application of multivariate analysis” by Josephat & Ismail (2012) adopted team work, communication, independence, supervisor relationship, and work and job attitude as the determinants of job attitude. In the case of this study however, measurement that includes factors like employee engagement, organisational commitment and job involvement that found in the study of Liao et-al, (2012), the main idea behind choosing such measurement to be able to ascertain behaviour of the non-academic staff towards their respective level of commitment, engagement and how involve they are on their responsibilities which will in turn aid in examining whether the employees portray a positive or negative attitude as regards to mentioned factors.

### **2.3.2 Job attitude and employee performance**

Harrison, Newman, and Roth (2006) also raise a very important question as to how crucial is job attitude for forecasting and comprehending employee performance as well as overall work role behaviour.

A study conducted by Liao *et-al*, (2012) in a paper aims to discover whether there was an important correlation between work values, work attitude and job performance with the controlling role of leadership of employees in the green industry in Taiwan. The study discovered that work attitude of employees in the green energy industry has a positive connection to job performance. Linz and Semykina (2008) in a research titled *Attitude and performance: Analysis of Russian employees* also finalise that job attitude is correlated to employee performance. In a study conducted by Susiana, Sulaiman and Almsafir (2013) with the aim of investigating the nexus between competency and attitude on attaining organisations vision define job attitude as an effective and core impetus of employee to accomplish their respective jobs successfully and further conclude that job attitude is believed to have a matching outcome on employee job performance.

Likewise, Pandey, *et-al* (2014) in an endeavour to explore employee's attitude to job related factors in rural intervention organisations in India finds out that there is a significant relation of employee productivity and factors which are related to the job. A positive attitude strengthens employee performance, thereby encouraging creativity and productivity. Therefore, if employees have more positive attitudes to the organization their productivity rises and, everything else being equal, the organization will be more resourceful and effective (George, *et-al*, 2012). Harrison, Newman, and Roth (2006) in a study aimed at drawing on the compatibility fundamentals in attitude and behaviour suggested that overall job attitude of an employee is highly integrated to performance of such employee.

In accordance with the study of Chih, Yang and Lu (2008) a positive work attitude of employee's results to higher job performance. Similarly, Wei and Chu (2008) in a paper

titled Empirical study on the correlation among personality traits, work attitudes, service quality, Job performances and customers' satisfaction of a financial holding company in Taiwan conclude that job attitude has a significant relation to employee job performance. Moreover, Chu and Shi (2007) in a study aimed at exploring the relationship between work attitudes, work pressure, exit tendencies and organisational conflict came to the conclusion that work behaviour is linked employee performance. According to Hunter and Thatcher (2007) workers that passionately engaged to their work place develop a positive work attitude thereby increasing the employee's performance level.

This study therefore, will be aimed in the understanding the relationship between job which is one of the independent variable and performance of non- academic staff of Bauchi State University Gadau Nigeria.

#### **2.4 Job Equity**

Adams, (1963) defines job equity as how Employees evaluate their contributions to the organization in form of input in relations to the reward they receive as output thereby estimating it based on perceived fairness or unfairness. Similarly, Banks, Patel & Mola (2012) Define job equity as employee's perceptions of just and unjust treatment as it relates to his/her involvement in the workplace. Sees equity as employee's basis of estimation of fair and unfair treatment with regards to such employee's contribution and expectation (Aidla 2013). Moreover, Bell and Martin (2012) Define equity as how an employee judge a situation on the basis of input and output.



Base on the above given definition of job equity, it will therefore be said that equity is a psychological state that aims an employee to identify and justice as it relate to what such employee offer to an organisation and what they receive in return. It seen as a way reconciling effort and reward of an employee in the work place. Employees expect to put in their best effort towards their respective duties and schedules in order to achieve both organizational and employee goal. Equity therefore, is one of the main factors that influence employee performance in the workplace, employees evaluate their contributions to the organization in form of input in relations to the reward they receive as output thereby estimating it based on perceived fairness or unfairness (Adams, 1963).

Also, according to Kim, Edwards & Shapiro (2014) workers always form an impression on whether they are given fair treatment in their work place or otherwise e, which impact greatly on their level of performance. This shows that an employee that perceive equity in the workplace may tend to increase the level of performance while if reverse is the case, the employee may tend to decreases performance level (Banks, Patel & Mola 2012). Component of equity as it's relate to employee performance according to Bell and Martins (2012) include: input; output; the other on comparison basis, resultant effect of the comparison and how employee react to the given situation.

#### **2.4.1 Basis for measuring Job equity**

According to Adams (1963), equity is classified by an employee on the basis of input and output which is discussed below:

#### **2.4.2 Input basis**

The first component which is input is seen as the overall contributions offered by an individual on the job or the organization in general, however Adam Stacey outlined

thirteen input an individual brings in to a work place in which they estimate whether have been treated justly or not, the inputs includes; Intelligence, education training, skills, experience, seniority, age, gender, ethnic background, effort, social status, personal appearance, health, quality of work, responsibility though, over a period of time other factors were included by various scholars like loyalty, quality of work dedication and time (Griffin & Mororhed 2011).

### **2.4.3 Output basis**

The second aspect emphasizes on the output of the individual which is seen as the result of the input or reward gained from the efforts offered by an individual which mostly is related to financial benefits or reward and status with indicates that individuals compare their income or output with other employees or their knowledge and expertise (Lventhal, Weiss, Long 1969). Recognition, supervision, uncertainty and relationship with co- employees has been included by (Aidla 2013). Adams (1963) also mention output as comprises of pay, bonus, perks, benefits, praise, reputation, responsibility.

Therefore, the study adopt of the input component like effort, skills, experience as compared against other output like pay, benefits, reputation and promotion in order to identify whether the non- academic staff perceive equity or inequity in the work place. The idea behind the measures of input against output is because Adams (1963) opined that a work that perceive balance between the two component (input and output) will perceive justice and thereby increase performance while on the other hand if the input does not equates output an employee perceives injustice and decrease performance level or some extend quit the job.

#### **2.4.4 Job equity referent other**

It will be of paramount importance to understand that an individual worker seek justice by referring or comparing oneself to other individual worker of group of workers. It signifies that the Individual compares this input-output balance with the other employees that are of the same level of educational qualification or working experience inside or outside the organization known as 'referents' this referent other can be classified according to Robins ( 2013) as self-inside, self- outside, others inside and others outside. Below is a brief discussion of the referent other.

#### **2.4.5 Others inside**

This refers to how an employee compare oneself with other co-workers that have same level of working experience and educational qualification or some extend same position but different department or unit (Robins 2013). For instance a graduate of accounting working in finance unit and another graduate in economics working in same organisation whose experience and level are the same. It is believed people mostly liken themselves with others that have similar educational qualification, expertise and work schedule (McKenna 2000).

Adams (1967) further mentioned that individuals can also compare oneself in relation to past job or in projection for the future. Therefore, the essence of using referent other of self-inside by an employee is to justify whether fairness and equity has been done within the organisation as it's relates to distribution of organisations resources. In regards to this study self- inside referent other is used considering the fact that most of the non- academic staff of BASUG tend to compare themselves with one another in terms of pay, promotion, incentives and experience.

#### **2.4.6 Others outside**

As the name implies in this circumstance an employee centred on a referent point of other employees working in separate organisation that is to say employees in some cases tend to weigh equity and inequity by observing how other employee in other organisation are treated in relation to pay package, promotion, training and development and inputs/outputs (Bell & Martins 2012). An employee therefore perform better if they perceive that they have been given fair treatment in their workplace than the others outside performance increases while on the other hand if other employees outside the organisation receive better treatment than the employee making the comparison, the performance of such employee will bound to decrease due perceive injustice(Aidla 2013).

However, due to poor salary scale, delay in payment of salaries, inconsistent and bias promotion practises of the Nigerian Universities, most of the non- academic staff are believed to be using the others outside referent point when seeking to determine how just or unjust they are been treated in their working place which also serves as a benchmark level of performance in the work place. It is therefore pertinent to ensure justice by management of Universities in all aspects of work in other to attain higher level of employee performance.

#### **2.4.7 Self- inside**

According Robbins and judge (2013) an employee seek to identify equity by comparing oneself to experiences in a different position inside the current organisation in which the employee works. This shows that an employee compare his/her current job position with older positions held in the organisation with essence of identifying whether the

benefits of the current position is much better or worthwhile compare to the older position Al- Zawahreh & Al- Mahi (2012). This is situation if an employee perceive equity in the event, performance increases while if reverse is the case performance decreases.

#### **2.4.8 Self-outside**

This situation is mostly applicable to individuals that initially work in a different place before joining their current work place. In this case an employee seek equity through comparing one current job and previous job he/she hold outside their current work place (Robbins & Judge 2013). Further by seeking justice through such comparison, if the employee perceives equity then performance tend to increase performance and if in equity is been perceived then such employee will have the tendency of lowering performance (Aidla 2013).

#### **2.4.9 Job Equity and employee performance**

According to Usmani and Jamal (2013) the concept of equity is essential for employee performance considering the fact that it has an impact on the behaviour of individual to an extent that it determines what result on higher employee performance or on the other hand decreased performance. Similarly, Pepper & Gosling, (2015) asserted that equity has two dimensions, normative and dimension which emphasize on what should be done? And ethical dimension that is concerned with what is perceived to be just?

Al- Zawahreh & Al- Mahi (2012) maintain that one of the motives why fair play in the workplace is vital is that employees want to sense that they have some control over their prospect with the employer which can help enhance performance. Al- Zu'bi (2010)

also argue that an employee who perceive a feeling of fairness believe they are given fair compensation as a result of their input to the organisation tend to have a higher level of performance and productivity.

An imbalanced system is one in which has a lack of expectedness, so that subjective decisions are made and employee fear ill-treatment. Equity envisages that employees gauge the fairness of rewards by matching outcomes with inputs. Outcomes consist of salary, base pay, incentives, benefits, working conditions, or anything received in exchange for services. Inputs comprise education or expertise, effort expended, and other contributions employees believe should be rewarded (Day, 2015).

Equity theory can be used by managers to link with their juniors in order to understand that equity and fairness occur among employees. In most cases, if bosses simply talked with their juniors and describe what was desirable at a given time to get a positive level of performance, or how a given amount of monies was dispersed, their employees would be more likely to comprehend and neither reduce their productivity nor intend exit the organization (Bell & Martin, 2012). Additionally, Mahajan and Benson, (2011) suggests that equity is positively related to job performance and negatively related to employees' intentions to quit their organization.

In a study conducted by Aidla, (2013) aimed at examining how perception of negative inequity at work influence individual behaviour at work adopted fairness, unfairness and situation as indicators for measuring inequity. However, the study concludes that employees change their outcome when they experience inequity which can result in decreased performance. This is, however in consistent with the Adams equity theory as cited by Bell and Martin (2012) asserted that when employees sense suffering from

inequality they may respond by restricting their efforts to a level they see is dependable with the outcomes they get or they may meet with their bosses to verbally discuss a healthier agreement, meaning they will try to find a equilibrium between effort and compensation. Finally, the distress mental state of inequity may make some employees to leave the job. However, equity determines the extent to which an employee performs assigned task because the current feelings or perception of an employee determine how best the task is being carried out.

## **2.5 Physical work environment**

The physical work environment as defined by Burton (2010) is a component of the workplace structure that can be sensed by human or electrical detectors which comprises of the facility lay out, machines, furniture's, materials, chemicals as well as cooling and heating system and the methods and procedures presently used in the workstation that can harm the mental and physical safety, well-being and health of an employee. According Health Service and Safety Association, the physical working environment comprises of aspect of the visible and tangible working place environment such as working condition of the employee, fresh indoor air, available technologies as well as the lay out and physical design of the entire workplace.

Hagel, Brown and Kulasooriya (2011) asserted that facilities for practical work and physical working area that encompasses organisations work environment play a pivotal role in organisation's efficiency and effectiveness and also, businesses have a prospect to enhance their organisation's competitiveness if they take the lead on efforts to restructure the work places. Similarly, Provision of healthy physical environment for employees to carry out their daily schedules play a significant role in shaping a wide

range of behavioural and psychological outcome, which include job motivation and high job satisfaction (Davis, leach & Clegg 2011).

The environment at which work take place is believed to have a greater influence on level of employee performance. Janakiraman, Parish and Berry (2011) identify physical environment as consist of safety and quality of work space. Similarly, Wamalawa, et-al (2015) opine that the work environment is composed of work place climate, management policy, physical facilities and flow of information among employees. Janakiraman, *et-al* (2011) further define supervisor support as the extent to which supervisors show encouragement to their subordinates, while communication openness means to extent to which the culture of the workplace promotes conversation and sharing of information in addition, team work seen as group of employee working collaboratively. Furthermore, safety is defined as the level of hazard for employee as it relates to facility layout and design while quality of work space is seen as having access to convenient storage, meeting and parking space as well as equipment and a work station with features needed for carrying out the job.

Moreover, Agarwal and Mehta (2014) view work environment as made up of a variety of factors, which includes the culture of the company; leadership style, chain of command and personnel management policies. While in an unconducive work place, it becomes difficult to preserve a productive and satisfying work life which, portends the work success. In a positive, emotionally healthy” work environment and employees sense to be part of a team with shared values and goals, which makes it a precondition to keeping people beyond the smaller term temptations of schemes and programmes. Also, the work environment is substantial and evocative to employees because is the medium in which the meaning is assigned to the environment like assessment of the



amount of support given by the career practices for one's development both in terms of basic working facilities and collaboration among employees (Sirca, Babnik & Breznik 2012).

According to Mc Guire and Mc laren (2008) a conducive atmosphere for work can have a positive impact on employee well-being and workers who feel buttressed in the place of work have been found to have greater levels of performance on their respective jobs. While Huang, Han, Park and Seo (2010) on the contrary argue that the work environment of today is seen as virtually enriched by the internet with multimedia and social interaction which although enable efficient flow of information and knowledge exchange, employees in such environment could be easily distracted by irrelevant elements that are not related to job task thereby making it difficult to maintain performance of employee. This implies that an environment may be conducive for work with all necessary facilities that is capable of enhancing employee performance may on one hand affects employee productivity as a result engaging more on social networking instead of the doing the real assigned task.

Kagaari, (2011) argued that a good and conducive working environment describe higher levels of job satisfaction and enhanced employee performance as well as the performance of the organisation in general. Another study conducted by Sirca, Babnik and Breznik (2012) also suggest that working environment that is safe and healthy is positively correlated to employee overall job satisfaction there by creating positive attitude on the work which tend to increase individual level of productivity and performance. Mahajan and Benson (2011) further, state that policies of the organisation that are observed by employees as unbiased at an individual level help in building an environment of equity at a group level which affects the quality of relationship between

employees i.e. leads to the establishment of social capital at a group level in turn result higher job performance. Moreover, Organizations that are able to build an encouraging work environment and are able ensure workers happiness are capable of having enhanced level of employee productivity (Al- Ahmadi 2009).

In this regard the study dwells on how the physical working environment is capable of moderating the performance of the non- academic staff of Bauchi State University Gadau.

### **2.5.1 Moderating role of physical environment on job satisfaction and employee performance**

The physical environment in which employee carry out their daily jobs have a great impact on level of job satisfaction and productivity (Gu, & Chi 2009). Many studies have argued that a more conducive physical working atmosphere have the capability to impact greatly on employee satisfaction (MacMillan, 2012). Similarly, some scholars are of the view that an environment of work with more physical facilities and other necessary gadget for an employee to render task more effectively can boost employee morale thereby giving the employee better satisfaction and to some extent triggering higher performance ( Flag, 2009). On the contrary, a poor and unconducive physical working environment in which all basic material and equipment to deliver task and schedule effectively are absent tend to cause job dissatisfaction hence demoralise a worker and also lower performance. (Mulengeki, 2011).

Furthermore, past and current studies have shown that 90% of Nigerian universities are being faced with challenges of poor and unconducive physical environment were the needed equipment to perform administrative activities are out of date and obsolete

which result to dissatisfaction and also demotivate the administrative workers of the universities to function more effectively (Erasto, 2014). It is also stated that part of factors that tend to create employee job dissatisfaction and lower performance in Nigerian institution is poor cooling and heating system which may be as a result of power shortage and epileptic power supply, lack adequate office space for employee to and extend that a single department can only have two office in which there are no enough storage facilities complete absence of internet facilities and outdated computer systems (Ekundayo, & Ajayi, 2009). However, the general deteriorating level of Nigerian universities in all facet can be a major cause of that affect job satisfaction and performance of non- academic staff of Nigerian universities (Adeniji, 2011).

This study therefore, aims to examine the effect of physical working environment on job satisfaction and employee performance with emphasis on negative or weak working environment and how it brings about job dissatisfaction and on the other hand hamper employee performance.

### **2.5.2 Moderating role of physical environment on job attitude and employee performance**

Employee behave in different ways and the essence to organisational behaviour is to influence such behaviour in a way that it will be both beneficial and productive to the employee and organisation as a whole (Visagie, 2010). This imply that the physical working environment in which organisation provide to its employees shape their attitude on the job and impact greatly of their productivity (Mowday, Porter, & Steers, 2013). However, physical environment directs employee behaviour towards organisational mission and vision showing that organisation need to provide an

employee with a better and more conducive environment that will aid the employee performing task required of them daily and timely (Lephoko, 2009). For instance organisation that plans to achieve higher customer service delivery will need to provide all needed facilities to the customer service unit so as to direct the attitude of the employees of the unit towards attainment of the goal (Tshifularo, 2012). Consequently, it is crucial for organisations to offer a working environment that will shape and direct the attitude of employee in line with higher productivity and performance (Chiang, & Birtch, 2010).

In most situations today employee develop a negative work attitude because some organisations fail to provide the needed working environment that will enhance employee productivity and performance (Avey, Reichard, Luthans, & Mhatre, 2011). It is also evident that in most public institutions of under developed nations in which Nigeria happens to be one suffered a setback due to unfavourable attitude of employee which brings about high level of absenteeism and low productivity (Malik, 2013). Some studies apportion the blame to the government as it does not actively create a working environment for civil servants that will foster positive job attitude and enhanced performance (Weibel, Rost, & Osterloh, 2010).

This study will therefore examine how physical working environment moderates the relationship between work attitude and employee performance with the aim of coming up with findings that will serve as a means for understanding how such relationship affects the non- academic staff of Bauchi state University Gadau Nigeria.

### **2.5.3 Moderating role of physical environment on equity and employee performance**

The emphasis of equity on effective distribution of office facilities and office space is very essential in enhancing employee productivity in the workplace (Morand & Merriman, 2012). Studies have shown that equitable distribution of office physical facilities like office furniture, electronics, and stationaries impact positively on performance of employee (Durbey, (2009), and Morand & Merriman, (2012)). Therefore, managers should put in mind the for equity designing the physical appearance of work station of their employees so as not cause perceived inequity which will result to lower productivity old (Wagner III, & Hollenbeck, 2014) . In order to ensure higher productivity employee should have equitable access to office facilities that will aid their respective jobs (Bowles, 2014). This implies that all offices and other physical office arrangement should be provided with all needed items that will aid their duties (Schank, & Abelson, 2013).

Where an employee uses a point of reference with others inside his/ her workplace and realise perceived inequity in resource allocation of organisation it will tend to effect productivity (Watson, 2013). Also, when employees of a particular unit are being provided with new office facilities while other employees are denied, it will also tend to create perceived inequity among the employees of the department that is not provided with such facilities (Sedivy-Benton, & Boden, 2012).Further, most public institutions in Nigeria tend to pay more attention to some department like finance and legal department and give them better physical working environment than other units or department (Obiora, & Iwuoha, 2013). However, the need to ensure equity in terms of physical work environment in organisation is very significant and capable of triggering

higher productivity (Pinder, 2014). This research therefore is centred understanding how physical working environment moderates the relationship between equity and performance of non- academic staff of BASUG in order to attain higher performance.

## 2.6 Hypothesis development

The hypothesis developed for the study include the following:

- i. **H1:** There is a positive relationship between job satisfaction and employee performance.
- ii. **H2:** There is a positive relationship between job attitude and employee performance.
- iii. **H3:** There is a positive relationship between equity and employee performance.
- iv. **H4:** Working environment moderates the relationship between job satisfaction and employee performance. Specifically, the relationship will be weaker (negative) when there is poor physical working environment than with good physical working environment.
- v. **H5:** Working environment moderates the relationship between job attitude and employee performance. Specifically, the relationship will be weaker (negative) when there is poor physical working environment than with good physical working environment.
- vi. **H6:** Working environment moderates the relationship between equity and employee performance. Specifically, the relationship will be weaker (negative)

when there is poor physical working environment than with good physical working environment.

## **2.7 Underpinning theories**

The dependant variable which performance followed by two other independent variable, job satisfaction and job attitude will be supported by Victor H. Vroom's Expectancy Theory (1964). While the third variable which is equity theory will be supported by the theory of natural justice.

### **2.7.1 Expectancy theory**

Expectancy theory maintains that the power of one's propensity to act in a certain way hinge on the expectation of the product of conduct or action as well as how attractive it is (Robbins & Judge 2013). Expectancy theory is highlighted on the persuasion that employee work will result in performance and performance will lead to rewards (Vroom, 1964). However, expectancy theory is a cognitive procedure theory of motivation that is founded on the idea that employees perceive that there are relations between the effort they put out at work, the performance they accomplish from that effort, and the rewards they gain from their effort and performance, (Lunenburg, 2011). Further, Robbins & Judge (2013) submitted that expectancy theory centres on three interactions that comprises, effort- performance relationship, performance- reward relationship and personal goal relationship.

Base for the proposed study, expectancy theory, therefore supports the assertion that the employee performs based on an expected outcome and depending on the outcome of such performance, the level of job satisfaction is determined. This implies that if an

employee performance and expected result, it will enhance his/her job satisfaction, thereby increasing the level of performance of an employee. Also, as mentioned employee effort on the job determine performance and in such situation the employee expects a reward from the organisation which will determine the level of satisfaction. By implication higher rewards result in higher job satisfaction and increased performance level, whereas lower rewards demoralises an employee, thereby resulting to job dissatisfaction which will bring about decreased performance (Ahmad, *et-al*, 2011; Lee, *et-al*, 2011; Liao *et-al*, 2012).

The level of satisfaction or dissatisfaction derived from a particular job also has a great influence on employee behaviour. This implies that employees whose effort and performance meet their expected reward may tend to have a higher job satisfaction and positive job attitude, on the other hand employees whose effort and performance does not meet their expected reward, develop a negative behaviour which can hinder their performance (Liao *et-al*, 2012; Pandey, *et-al* 2014).

### **2.7.2 Theory of natural justice**

The theory of natural justice emphasize on the opportunity of an individual to be heard by an unprejudiced decision or superior (Michael 1990 & George 1999). Natural justice theory is applicable in instances where the rights and privilege, property or lawful expectations of an individual are affected by organisational decision makers (Brief & Weiss 2002). Additionally, decisions in the perspective of the management of purported unsatisfactory performance are administrative decisions that may clearly affect the rights or legitimate expectations of Public Service employees and one must therefore apply the rules of natural justice. Satisfying the rules of natural justice will vary according to the specific circumstances (Binmore 2005).



In this regard, natural justice put more emphasis on employer's ability to fair, unbiased and just to employees working in an organisation in such a way that if an employee perceive inequity may be in pay package, promotion or to some extent the employee believes that his/her corresponding effort does not match with the employee's expected reward, the employee in this case have the right to be heard and given proper explanation concerning the issue face by the employee. Furthermore, under law of natural justice, it is an obligation of the employer to offer favourable explanations to any employee that perceive inequity or on just treatment.

Also the theory of natural justice entails been unbiased in process of decision making regarding employees. This implies that an employer should make unbiased decision regarding employees matter and ensure favouritism or selective justice is not been in the process of decision making (Randall & Mueller 1995). Most non -academic staff of Nigerian universities tend to believe that biasness is been done by the management in areas of promotion, training and development and other incentives which tend to affect their respective performance level.

However, it is also believed that management of Nigerian Universities are accused of been highly partial and bias when it comes issue recruitment, promotion as well as career development implying that they (management) offer employment mostly to their immediate family and friends, and also pave way for to achieve rapid promotion and excel while ignoring other employees that are more qualified and experienced (Sawyerr 2004). This situation create a high level of inequity among other employees which demoralises them and decrease their performance drastically. Hence, the theory explains job equity as a variable in this study as it relates to performance of non-academic staff of Bauchi State University Gadau.

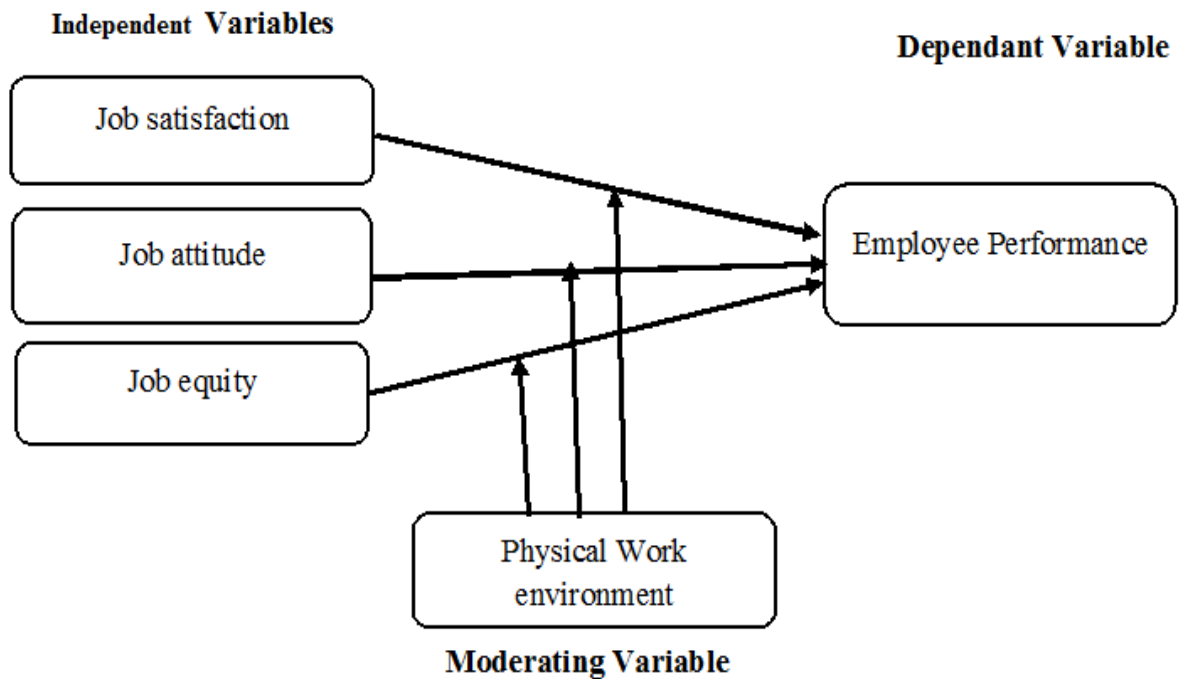
### **2.7.3 Person-Environment Fit Theory**

The concept of person– environment fit (P-E fit) is fundamental to research in industrial psychology, organizational behaviour and development as well as human resource management. It further stated that the process relating perceptions of the employee and environment to perceived P-E fit would make several imperative contributions (Edward, Cable & Williamson 2006). Similarly, Caplan, (1987) asserted that organizations together with their employees have a central stake in how well features of the person and the environment of the organization fit each other.

The study further suggest that organizations aims to choose individuals who it believed to deliver their best effort to meet the requirements of the job, acclimatise to training and variations on the requirement of the job, and capable of being loyal and committed to the organization as well, potential employees need to find working environment which make use of their certain talents and meet their specific needs. Therefore, Person–environment (P-E) fit is seen as the equivalence, match, or likeness between the person and the environment with a widely used theoretical framework with which to understand thinking and behaviour in the organizational sciences (Yang & Yu, 2009).

Based on the theory it clearly signifies that an employee’s perception on working environment have an influence towards their level of job performance. For instance a working environment that promotes openness of communication among employee may bring about job satisfaction, a positive work attitude and perceived equity among workers which in turn will lead to increased job performance. On the other hand if employees that see that the work environment does not meet their targeted expectations and demands as regards to physical facilities and management or leadership style, it

will tend to hinder their performance. The study therefore, will adopt this theory to examine the moderating role of working environment on job satisfaction, job attitude and equity as it relates to job performance of an employee.



## 2.8 Research framework

Below is the research framework for the study with three independent variable; as job satisfaction, job attitude and equity with the moderating variable as physical working environment and employee performance represent the dependant variable.

Figure 2.2 Research framework

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Chapter Introduction

In this chapter, the description of the methodology of the study will be discussed. The design for the research, sampling technique, population of study, unit of analysis, pilot test, adopted measures data collection procedure as well as the target population will be presented in this chapter.

#### 3.1 Research design

Zikmund (2000) viewed research design as a grand plan, outlining processes and procedures for collection compilation and analysis of the needed information. However. The major aim of a research design is to find the remedy of the problem that is being defined by the researcher, it also aid in finding the solution for the problem (Bhatti & Sundram 2015). Sekaran (2003) and Zikmund (2000) further classify business research into the groups; which include explanatory research, descriptive research and exploratory research. Explanatory type of research is conducted with the main aim of providing clear explanations as well as detailed information and analysis on how under study are interrelated (Sekaran 2010). On the other hand descriptive research is normally used in a given condition in which there is incomprehensive information in relation to the problem that is being research upon (Sekaran 2010).

Additionally Zikmund (2000) stated that and exploratory research is a category of study that is adopted in order to gather information of a particular issue at hand which it findings are not conclusive. In view of the above research disciplines, this study

therefore adopts explanatory research in order to elucidate the relationship between job satisfaction, job attitude, and equity on the performance of non- academic staff of Bauchi State University Gadau Nigeria with physical working environment as the moderating variable as well as offering more explanation on the relationship between the variables in the study.

### **3.2 Population of study**

Sekaran and Bougie (2010), view population of study as an aggregate collection of persons, objects or event of researchers is interested in studying. Therefore in this study, the population for the study is the non- academic staff of Bauchi State University Gadau Nigeria, which is drawn from the population of non- academic staff in Nigerian Universities. The non- academic staff are responsible for carrying out day to day administrative affairs of the University. They include both the junior and senior staff of the various units in the university. BASUG like any other public university in Nigeria is being face with challenges of underfunding which leads to poor salary scale and delay in payment of benefits and other financial packages thereby resulting low level performance.

This can be supported by the study of (Ogbulafor, 2011 and Tessema *et-al*, 2015) who also argued that there is a deteriorating productivity and performance level of non-academic staff of Nigerian public universities as a result of government in ability to meet up to its obligations like adequate financing, qualitative human resource development program and inability to exploit the talents of experienced employees. The commonness of this problem among Nigerian public universities bring about the need for the study to conducted among the non- academic staff of BASUG which will serve

as a referent point for other public universities in Nigeria. Another reason for choosing the non- academic staff is due to the fact several studies concerning universities academic staff has been done like the study of Hassan (2014), Karim and Roger (2005), while on the other hand, there is less attention regarding universities non- academic staff. This study therefore dwell on how job satisfaction, job attitude, and equity impact on performance of non- academic staff of Bauchi State University with the moderator as physical working environment so as to empirically test the variables.

### **3.3 Unit of Analysis**

According to Bhatti and Sundram (2015) in a study titled Business research: Quantitative and qualitative methods view unit of analysis the level of combination of data composed during consequent data analysis stage, and further classify unit of analysis in to five; individual, groups, dyads, culture and organisation. Therefore, in this study, data is collected from the non- academic staff of Bauchi State University Gadau Nigeria. In line with Bhatti and Sundram (2015), in a situation that a researcher collect data from staff or employees of an organisation, the unit of analysis in the study are individuals.

### **3.4 Sampling technique**

A probability sampling design through the use of systematic random sampling is used by distributing questionnaires to the respondents. According to Greener (2008) a probability sampling is seen as a procedure that uses random selection so that every single unit of the population may have the chance of being chosen. The objective of using systematic random sampling is ensure that possible human partiality is reduces in the process of selecting cases that are to be involved in the sample and therefore

provide the researcher with a good sample that is believed to be a representative of the population of the study is focused on (Greener 2008).

### **3.5 Sample size**

The population for the study is composed of 750 non- academic staff of Bauchi State University Gadau, Nigeria. Therefore, based on the study Krejcie & Morgan, (1970), the sample size will be 254 respondents.

### **3.6 Data collection process**

Data for the study will be collected by means of primary sources base on distribution of questionnaires to respondent which are the non- academic staff of Bauchi State University Gadau Nigeria. This will be done through a research assistant in Nigeria who the soft copy of the questionnaire will be sent via email while the research assistant will print out the required number of questionnaires and administer them various respondent. Further, effective communication will be ensured between the University management, the researcher and the assistant in order to achieve successful questionnaire administration and data collection. After collection of data the instruments will compiled and delivered to the researcher via speed post for analysis.

### **3.7 Instrumentation and questionnaire design**

The study followed quantitative method of gathering data which is done through questionnaire that was distributed to various respondent. A quantitative study as defined by Bhatti and Sundram (2015) is a way of calculating the data through the application

of statistical methods and analysis and the outcome of the analysis represent numbers that further explains the propose remedy of a particular research problem.

Questions for the measurement of the variables were adopted from past researches. Employee performance by Liao *et-al* (2012), Job satisfaction by Vandenberghe (2009), Job attitude by Liao *et-al*, (2012), Equity theory by Aidla, A., (2013), Physical Work environment by Janakiraman *et-al* (2011). Moreover, the questionnaire for the research was structured in a manner the respondents will find it more conversant and as well give responses base on their respective perceptions as suggested by Zikmund (2010).

With cognisance to time horizon, the research uses cross-sectional studies. The process of gathering and collecting data once with aim of answering a research question or solving a research problem (Bhatti & Sundram 2015). Additionally, the questionnaire comprises of two parts; the first part consist of the respondent profile while the second part consist of the variable for the research that is, the independents variables which comprises job satisfaction, job attitude and the moderating variable which is physical working environment together with employee performance as the dependant variable. A five-point Likert scale was used in the questionnaire extending from (1) strongly disagree to (5) strongly agree.

### **3.8 Measurements and operational definition**

In the process of undertaking a research project, a measurement is seen as the ability to evaluate variables in a research in an accurate, precise and relevant manner in order to attain the major objective of the study (Bhatti & Sundram 2015). The main measures to be adopted for this study consist of:



- i. Employee performance by Liao *et-al* (2012) adopted from Yu (1996).
- ii. Job satisfaction by Vandenabeele (2009) adopted from Depré and Hondeghem (1995).
- iii. Job attitude by Liao *et-al*, (2012) adopted from Kanungo (1982).
- iv. Equity theory by Aidla, A., (2013) adopted from Adams (1963).
- v. Work environment by Janakiraman *et-al* 2011.

### **3.8.1 Employee performance**

For the measurement on job performance, Liao *et-al*, (2012) referred to the questionnaire developed by Yu (1996). In accordance with the work of Yu (1996) employee job performance denotes to all of the activities taken by employees with the aim of making contributions to the goals of the organisation. All of the questionnaires were produced on a Likert 5-point scale, with answers extending from “strongly disagree” to “strongly agree”. Convergence strength analysis was conducted on all measurements, and the factors were all found to have good convergence validity. However, Cronbach’s  $\alpha$  of the original questionnaire was 0.95. Items the questionnaire include:

I understand the criteria of performance review of my organisation.

I understand my job and how to carry it out

I am able to resolve unexpected schedules on time.

I maintain good record of attendance in this organisation.

I can carry out assigned duties effectively and efficiently.

I am very conversant with the standard operating procedure of my job.

In order to confirm individual measurements were differentiated, this study carry out a discrimination analysis, and the KMO value was 0.863. Bartlett's test of sphericity also extended statistical significance ( $p < .001$ ). The tests of discrimination validity shows that the questionnaire was satisfactory for aspect analysis. The results also suggested that the factor loadings of the dimensions were all larger than 0.68, in line with the sample classifications of the genuine questionnaire and the expected results.

### **3.8.2 Job satisfaction**

For measuring job satisfaction one dimension was adopted which is measuring ones general satisfaction with the current adopted from the work of Vandenberghe, W., (2009) which was also derived from the study of Depré and Hondeghem (1995), who have applied this six-item dimension scale to a section of civil servants by means of the five Likert scale stretching from "strongly disagree" to "strongly agree" in the Belgian Ministry of Finance. As asserted by Depré and Hondeghem (1995) components, such as pay, promotion, job security, supervision, work-group features, participation and organizational structure and climate, are held to be responsible for determining job satisfaction. Some of the questions asked include:

Generally, I am satisfied with my job.

I find my job very interesting.

My current job meets my expectations.

My current job is pleasant.

I am satisfied with my salary and other incentives.

I am satisfied with my current job position.

### **3.8.3 Job attitude**

For the dimension on work attitude, this study suggests to implement Liao *et-al*, (2012) in which questionnaire established by Kanungo (1982) and cited by Hsieh and Yen (2004) was used in gauging work attitude. Therefore, Kanungo (1982) operationalize job attitude as set of defined evaluations that constitute how one feels in regards to one's job, the level of belief in ones job as well as how attach an employee is to his/her working place and factors like employee engagement, organisational commitment and job involvement are the determinant for job attitude. Further, all of the questionnaires were based on a Likert 5-point scale, with answers ranging from "strongly disagree" to "strongly agree". Also, the Cronbach's  $\alpha$  of the original questionnaire was 0.72 which shows a reasonable test validity. The questions include:

Most of my hobbies are related to my job

I can fully exercise my strengths by working in this organisation.

To me, my workplace reputation is my own reputation too.

I can happily accept any task or responsibility assigned to me.

I feel honoured when I tell others that I work in this organisation.

I feel that my organisations' goals are similar to my personal goals.

### **3.8.4 Equity**

Aidla, (2013), in order to see how perception of negative inequity influence respondent behaviour designed a questionnaire with more emphasis on negative situation due to the claim that Adam Stacy put more emphasis on inequity. Some of the measurements developed include; treatment in the workplace, reactions to perceived treatment in term

of performance. According to Adams (1963), an employee's seeks for a just and fair equilibrium between their inputs in the job and their outcome, this implies that that if an employee perceives that the input is even to the output, performance tend to increase due to perception of fairness by the employee. On the other hand, if an employee's input does not corresponds with out, then such an employee perceives inequity and therefore tend to decrease performance. Adams further mentioned input as effort, education, loyalty, hard work, skill, ability and enthusiasm while output includes; pay package, recognition, achievement, advancement and promotion.

Therefore, the study adopt the measures of Aidla, (2013) in measuring equity which was also adopted from the work of Adams (1963). Further, Aidla, (2013) in analysing the data adopted the non- parametric Mann- Whitney and Kruskal- Wallis with significance level of 0.05, questions asked by the researcher include:

I believe I am given fair treatment in this organisation.

My co-workers are also given fair treatment.

When I perceive equity, I increase my performance.

Other employees outside my organisation receive better treatment in terms pay and other incentives than me.

I believe that my current qualification is equivalent to my current position.

### **3.8.5 Physical Work Environment**

The measurements for working environment were adopted from the study conducted by Janakiraman (2011) titled "the impact if work and physical environment on hospital nurses' perception and attitudes: service quality and commitment". The measurement was based on a five likert scale and a Cronbach's alpha of 0.909. Janakiraman et-al

(2011) viewed the physical working environment as safety and workspace quality, while safety is defined as the level of hazard for employees in relation to the layout and design of the facility, work space quality on the other hand is referred to as the level of convenient access to the required supplies, equipment, meeting and packing space as well as a work station with all the necessary features and tools for the job. Items in the questionnaire include:

There is adequate space between me and my nearest colleague.

My work surface is suitable for me to do my carry out my duties.

I am provided with proper tools and technology to perform my task.

My office has all the required features for me to carry out my job

My office equipment's and furniture's are maintained on a regular basis.

I have enough space to store and archive files and other vital document safely.

### **3.9 Method of analyzing data**

After collecting data, Statistical Package for Social Sciences (SPSS) in order to analyse and test the reliability of the data on make conclusion based on the analysis.

### **3.10 Pilot Test**

In line with the study of Hulley (2007), pilot study is define as an overture investigation conducted by a researcher that is aimed at assessing the viability, duration as well as the cost expected to be incurred in order to estimate an suitable sampling size for the study and also to improve the format of the study before undertaking the major research. Also, Doug, Burton, Cuthill, Festing, Hutton, & Playle (2006) emphasize on the significance of pilot test by stating that, pilot study is of great importance for a

researcher to undertake a pilot test in the sense that it shows all the imperfection of the study structure and design that could be tackled before engaging more deeply into the main research. Consequently, in line with the above statement on the importance of conducting a pilot test in research process, a total number of 30 questionnaires were administered as advocated by Malhotra (1999).

The result for the pilot study however, indicate that the variables prove to be reliable. The table below shows the reliability of the variables after running the pilot test.

Table 3.0  
Research variables Reliability Statistics (Pilot study)

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach Alpha</b>
Job Satisfaction	6	.70
Job Attitude	6	.78
Equity	6	.76
Physical Working Environment	6	.81
Employee Performance	6	.71

Based on the results presented in the table above, it therefore shows that all the variables were able to attain a high test of reliability coefficient that ranges from .70 to .84 which can be backed by the study of (Sekeran, 2003 Hair, Black Babin, Anderson, & Tatham, 2006; Sekeran & Bougie, 2010) that a reliability of .60 can be used as an normal coefficient.

## CHAPTER FOUR

### RESEARCH FINDINGS

#### 4.0 Chapter Introduction

In this chapter, the findings of the research is being discussed and explained. The rate of responses, respondent's description are all presented in this part of the study. Also, the outcome of the reliability test of each variable is included followed by regression analysis of the hypothesis in the study.

#### 4.1 Rate of responses

An aggregate of 270 questionnaires were given out to the respondents which are the non-academic staff of Bauchi State University Gadau Nigeria, out of which 256 were returned and 6 of the returned questionnaires were invalid due to incomplete and nonchalant responses which make the 250 as adequate and accurate and used for the analysis. This therefore constitute 98% of the total responses and on that basis it okay for running analysis as asserted by Sekaran (2003) that in a cross-sectional study 30% response rate can be accepted for a study.

This is however done through systematic random sampling in which the list of non-academic was used that comprises 750 employees was used as sampling frame. Base on systematic random sampling, respondents were selected after every third name on the list which give us a total number of 250 responses, while the remaining 20 responses were selected after every twenty fifth name on the remaining 500 unselected responses which makes the researcher arrived at 270 questionnaires given out.

## 4.2 Profile of respondents

This part of the study covers the profile of all the respondents in the study, it include the age of respondents, marital status, staff cadre and educational qualification of all respondents as well as gender. It can also be seen as demographic profile of respondents which comprises of 250 non- academic staff of Bauchi State University.

<b>Items</b>	<b>frequency</b>	<b>percentage</b>
<b>Age</b>		
Less than 20 years	-	-
20 – 29 years	38	15.2
30 – 39 years	94	37.6
40 – 49 years	89	35.6
50 years and above	29	11.6
<b>TOTAL</b>	<b>250</b>	<b>100</b>
<b>Gender</b>		
Male	156	62.4
Female	94	37.6
<b>TOTAL</b>	<b>250</b>	<b>100</b>
<b>Staff cadre</b>		
Junior	58	23.2
Senior	192	76.8
<b>TOTAL</b>	<b>250</b>	<b>100</b>
<b>Marital Status</b>		
Single	55	22.0
Married	178	71.2
Divorced	2	0.8
Widowed	15	6.0
<b>TOTAL</b>	<b>250</b>	<b>100</b>
<b>Educational qualification</b>		
Primary certificate	-	-
Secondary certificate	3	1.2
Diploma	61	24.4



Degree/ HND	131	52.2
Masters	51	20.4
PhD	4	1.6
<b>TOTAL</b>	<b>250</b>	<b>100</b>

**Table 4.0**

**Respondents' features**

From the table above, the study shows that staff within the range of 30 – 39 years constitute the major percentage of the workforce in the Univeristy which is 37.6 %, the might be because the management aims to recruit young people that will be able to deliver efficient and effective service that will help the Univeristy achieve its targeted vision and mission as stated in the academic brief (2012). Also, 35.6 % of the staff fall within the age range of 40 – 49 years which also shows that such staff within the range are experienced and capable to rendering qualitative service to the university, this also followed by staff within the ages of 20 -29 that constitute 15.2 % of the workforce and lastly 11.62 % which constitute of staff within the ages of 50 years and above. Therefore, the age distribution indicates that the university have a workforce of non-academic staff with sound mind and young age that capable of performing their assigned task effectively and efficiently thereby enhancing the performance of the institution.

Further, looking at the gender distribution of the non- academic staff of the university, it clearly depicts that male respondents constitute a total of 156 which is 62.4% a bit higher than that of female respondents with total number of 94 constituting 37.6%. This may be due to the fact that the 60% of Nigerian population comprises of male while 40% are female, it can also be due to nature of northern Nigeria were female enrolment in education is less than 20% according to UNICEF report (2007).

On the other hand, responses from senior staff were 192 that is to say 76.8% of the responses while junior staff responses is 58 that is 23.2%, this shows that the university employs people with higher educational qualification and experience in pursuance to its mission of recruiting well qualified and experienced staff as it is also presented in the qualification of the respondents that shows 131 of the respondent which is 52.2% have degree and HND, while 51 of the respondents have master's degree constituting 20.4% and 4 have a PhD that is 1.6%. On the other hand 61 of the respondents have a diploma constituting 24.4% and 3 have a secondary school certificate which 1.3% only.

#### 4.3 Variables statistics

This part of the findings elucidates the mean score together with the standard deviation of the variables included in this study base on five likert scale. The variables include; job satisfaction, job attitude, equity, physical working environment and employee performance. The table below shows the statistics of the variables.

Table 4.1

Descriptive statistics of variables

<b>Variables</b>	<b>Number</b>	<b>Mean</b>	<b>S/deviation</b>
Job satisfaction	250	3.5113	.82315
Job attitude	250	3.6720	.55546
Equity	250	3.7887	.86770
Physical work environment	250	3.6813	.66934
Employee performance	250	3.8227	.68523

The above shows that job satisfaction have a mean of 3.5113 and a standard deviation of .82315 while job attitude have a mean of 3.6720 with .55546 as the standard deviation. Additionally, equity possesses a mean of 3.7887 and standard deviation of .86770 and physical environment have a mean of 3.6813 while its standard deviation is .66934. Finally 3.8227 and .68523 represents the mean and standard deviation of employee performance. This therefore, depicts that employee performance have the highest mean score among the variables.

Table 4.2

Skewness and kurtosis of study variable

<b>Variables</b>	<b>Skewness</b>	<b>Standard error</b>	<b>Kurtosis</b>	<b>Standard error</b>
JS	-0.347	0.154	3.245	0.307
JA	-0.253	0.154	0.525	0.307
EQ	- 0.148	0.154	1.744	0.307
PWE	0.714	0.154	2.975	0.307
EP	-0.272	0.154	0.047	0.307

In order to ascertain normality, Skewness and Kurtosis values for all variables were scrutinised. The standard threshold statistical values (z) for Skewness and Kurtosis are <3 and <8 respectively (Kline, 2005; Hair, Black, Babin, Anderson & Tatham, 2006). The main tests of normality exposed the indications of non-normality as a small number of cases had z-values beyond the threshold values. Hence, the data was transformed via quadratic transformation using logarithms of each variable as per references of Tabachnick and Fidell (2007) who underlined that transformation of data increases results and normality should be accessed after transformation. As a consequence of

transformation, the Skewness and Kurtosis values for all the variables trailed the acceptable range of  $< 3$  and  $< 8$  respectively. As can be understood in table 4.2, Skewness values fall within the range of from -0.347 to 0.714. Likewise, Kurtosis values range from 3.245 to 0.047 indicating that the variables are not overly peaked. As a result, the values presented in table 4.2 verify that the parameters are normally distributed.

#### 4.4 Reliability test

In this section of the study, the reliability that is employed in research is being discussed. Internal consistency reliability test was employed which is believed to be a widely used technique for reliability test by most studies (Litwin, 1995).

Table 4.3  
Reliability Test of Study Variables

Variables	Responses	Number of items	Cronbach Alpha
Job satisfaction	250	6	.719
Job attitude	250	6	.784
Equity	250	6	.704
Physical working environment	250	6	.662
Employee performance	250	6	.912

The reliability table above shows that job attitude, equity, physical working environment and employee performance have a high reliability coefficient of .784, .704, .662 and .912 respectively. However, research experts asserted that the reliability of

0.60 can be seen as average coefficient and that 0.70 can be seen as high coefficient reliability.

From the table above, the result shows that all the measures reached high reliability coefficient ranged from 0.71 to 0.833. Expert in research suggested that reliability of 0.60 can be considered as average coefficient, whereas 0.70 could be regarded as high reliability coefficient (Nunnally, 1978; Sekaran & Bougie, 2010; Sekaran 2003).

#### **4.5 Hypothesis Testing**

In the study, Pearson correlation and hierarchical regression analysis were used in order to test the research hypothesis that was developed for the study. Consequently, interval scale was used presented by the Pearson correlation matrix in order to measure the dimension as well as the strength of the connection between the study variables (Sekaran, 2003).

#### **4.6 Pearson Correlation**

Pallant (2002) asserted that items are formed by using single dichotomous and single continuous variable as measured by using correlation. However, Pearson correlation is seen as:

Table 4.4

## Correlation Analysis

<b>Variables</b>	<b>EP</b>	<b>JS</b>	<b>JA</b>	<b>EQ</b>	<b>PWE</b>
<b>EP</b>	1				
<b>JS</b>	0.311**	1			
<b>JA</b>	0.516**	0.363**	1		
<b>EQ</b>	0.616**	0.289**	0.500**	1	
<b>PWE</b>	0.404**	0.321**	0.804**	0.395**	1

\*\* . Correlation is significant at the 0.01 level

Table 4.4 presents the correlation analysis of the study variable. It however, shows that the relationship between the dependant variable which is employee performance and independent variables that comprises of job satisfaction, job attitude and equity as well as the moderating variable, the physical working environment are positive related. The result further depicts that job attitude and equity are significantly related to employee performance with a correlation of 0.516 and 0.616 respectively while job satisfaction and physical work environment have a weak relationship to employee performance with a correlation of 0.311 and 0.404 respectively.

Additionally, the relationship between job satisfactions which is one of the independent variables and job attitude is positive with and insignificant correlation of 0.363 while a positive but weak correlation of 0.289 exist between job satisfaction and equity. On the other hand, indicates that there is a positive connection between the job satisfaction and the moderating variable which is physical working environment though it is weak with 0.321 as its correlation. Moreover, it shows that job attitude and equity are positively

correlated with a significance level of 0.500 while job attitude and physical working environment presents the highest significance level 0.804 shows a strong and positive relationship. Finally the relationship between equity and physical working environment is positive but weak with 0.395 as correlation.

Furthermore, researchers believe that correlation analysis is fully reliable and capable of providing details in regards to cause and effect of the study variable. In this case, more appropriate findings need to be done that will determine if the study will be accepted or rejected. This brings about the need to screen the data for normality and multicollinearity test followed by regression analysis.

#### **4.7 Data screening**

As stated initially, there is the need to conduct a regression analysis in order to better comprehend the influence of the dependant variable to the independent variables as different test were undertaken to make the data valid and reliable. Such tests include; test of normality and multicollinearity test (Hair, Black, Babin & Anderson, 2010; Tabachnick & Fidell, 2007). SPSS V. 20 was used to filter the data for numerous values.

However, there was no record of any missing value and another examination to check the possible outliers was also undertaken were the outcome indicates that the data is independent of any outlier. Additionally, in order to test whether data was were distributed in a normal manner, test for normality is carried out by using normal probability plot shows favourable outcome and there was no violation of the normality assumptions.

The study further conduct a variance inflation factor (VIF) as well as tolerance in order to trace the variables that are highly correlated which is presented below.

Table 4.5  
Collinearity Statistics

<b>Variable</b>	<b>Tolerance</b>	<b>VIF</b>
Job satisfaction	0.850	1.176
Job attitude	0.308	3.244
Equity	0.737	1.357
Physical working environment	0.352	2.839

Base on the table presented above, the outcome of the multicollinearity portrays that the value of VIF falls within the range of 3.244 and 1.176 for job attitude and job satisfaction respectively with tolerance value of 0.850 and 0.308 for job satisfaction and job attitude respectively as well. Therefore, the study fall within an accepted range that is recommended for test of multicollinearity (Hair, Sarstedt, Ringle, & Mena, 2012).

#### **4.8 Hierarchical Multiple Regression**

Pallant (2002) asserted that hierarchical regression falls under the three categories of multiple regression in which the rest of the two include simultaneous multiple regression and sequential multiple regression. Further, hierarchical regression.



Table 4.6

## Summary of models

<b>Model</b>	<b>R</b>	<b>R square</b>	<b>R square adjusted</b>
<b>1</b>	0.666	0.444	0.437
<b>2</b>	0.666	0.444	0.435
<b>3</b>	0.676	0.457	0.441

From the table above, in model 1 and 2, it shows that the predictors which include the independent variables elucidates and discusses 44.4% of the dependant variable which is employee performance while 55.6% was explained by previous researches. Further, after adding the moderating effect of physical working environment which produces the third model, it indicates that the study explains 45.7% while previous researches contributed and explain 54.3%.

Table 4.7

## Result of multiple regression (Employee performance as dependent variable)

<b>Model</b>	<b>Variables</b>	<b>B</b>	<b>t</b>	<b>Sig</b>
<b>1</b>	JS	0.710	1.647	0.005
	JA	0.312	4.442	0.000
	EQ	0.376	8.393	0.000
<b>2</b>	JS	0.720	1.662	0.490
	JA	0.342	3.232	0.001
	EQ	0.376	8.369	0.000
	PWE	-0.31	-0.381	0.351
<b>3</b>	JS X PWE	-0.138	-1.991	0.240
	JA X PWE	0.098	1.470	0.071
	EQ X PWE	0.010	0.131	0.448

The above table presents the multiple regression result of the study with employee performance as the dependant variable.

### **Model one**

In the first the result indicates that job satisfaction is also positively and significantly correlated to employee performance with ( $\beta=0.710$   $t= 1.647$   $sig= 0.005$ ). The relationship between job attitude and equity in the second model is calculated as a positive and significant one with ( $\beta=0.312$   $t= 4.442$   $sig= 0.000$ ) which also shows positive and significant relationships. Job equity also shows a positive and significant relationship to employee performance with ( $\beta= -0.376$   $t= 8.393$   $sig= 0.000$ )

### **Model two**

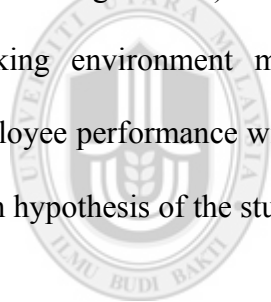
In the second the result indicates that job satisfaction is also positively correlated to employee performance with ( $\beta=0.720$   $t= 1.662$   $sig= 0.490$ ). Though the relationship is positive, the result shows that it is not significant at a level of 0.490. The relationship between job attitude and equity in the second model is calculated as a positive and significant one with ( $\beta=0.342$   $t= 3.2.32$   $sig= 0.001$ ). On the contrary, physical working environment which is moderating variable shows a decrease in employee performance with a negative and not significant relationship as ( $\beta= -0.310$   $t= -0.381$   $sig= 0.351$ ).

### **Model three**

Having introducing physical working environment as the moderating variable of the study while job satisfaction, job attitude and equity remain the independent variables. The result indicate that the moderating effect of physical working environment on job

satisfaction to employee performance have decreased with negative and significant relationship ( $\beta = -0.138$   $t = -1.991$   $sig = 0.240$ ). However, it implies that weaker or negative working environment exist which tends to lower job satisfaction and also lead to decreased performance level. This further, supports the fourth hypothesis which stated that physical working environment moderates the relationship between job satisfaction and employee performance. Specifically, the relationship will be weaker (negative) when there is poor physical working environment than with good physical working environment.

Also, the moderating role of physical working environment on job attitude to employee performance, the result shows positive and not significant relationship with ( $\beta = 0.098$   $t = 1.740$   $sig = 0.071$ ). The hypothesis is therefore accepted. Finally, the physical working environment moderate the relationship positively between equity and employee performance with ( $\beta = 0.010$   $t = 0.131$   $sig = 0.448$ ). This however, makes the sixth hypothesis of the study rejected.



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Table 4.8

## Summary hypothesis testing

<b>Hypothesis</b>	<b>Statement</b>	<b>Decision</b>
<b>H1</b>	There is positive relationship between JS and EP	Supported
<b>H2</b>	There is positive relationship between JA and EP	Supported
<b>H3</b>	There is positive relationship between EQ and EP	Supported
<b>H4</b>	PWE moderate the relationship between JS and EP, Specifically, relationship will be weaker (negative) when there is a poor physical working environment than with good physical working environment.	Supported
<b>H5</b>	PWE moderate the relationship between JA and EP, Specifically, relationship will be weaker (negative) when there is poor working environment than with good physical working environment.	Not supported
<b>H6</b>	PWE moderate the relationship between JS and EP. Specifically, relationship will be weaker (negative) when there is poor Physical working environment than with good physical working environment.	Not supported

## CHAPTER FIVE

### DISCUSSION, CONCLUSION, RECOMMENDATION AND STUDY

#### LIMITATION

##### 5.0 Chapter Introduction

In this final part of the research, more discussion about the findings of the study will be discussed which will bring about conclusion, recommendation as well as both practical and theoretical implication of the study. This section of the study will further stipulate the limitations of the work as well as suggesting areas in which future research can dwell more.

##### 5.1 Summary of Findings

The study aimed at finding the relationship between job satisfaction, job attitude and equity on the performance of non-academic staff of Bauchi State University Gadau Nigeria with the moderating effect of physical working environment. However, job satisfaction, job attitude and job equity are the independent variables for the research, while employee performance is the dependant variable with physical working environment as the moderating variable which makes a total of five variables in the study. Expectancy theory, equity theory and person fit environment theory were used in this research to back up the study.

##### 5.2 Discussion of results

Six hypothesis were developed for the study in which job satisfaction, job attitude and equity comprises of the independent variables and physical working environment as the

moderating variable while employee performance is the dependant variable. Therefore this part of the chapter discuss in details the findings and result of the each hypothesis of this study.

### **5.2.1 Job satisfaction and employee performance**

*H1: There is a positive relationship between job satisfaction and employee performance.*

The result of the first hypothesis shows that job satisfaction has a positive and significant relationship with employee performance, it clearly signifies that and increase in level of job satisfaction of BASUG non- academic staff will also lead to increased and higher performance. The outcome of this hypothesis is in line with past studies that of (Al- Ahmadi (2009), Vermeeren, Kuipers and Steijn, (2014), Kumar and Pak, (2011) & Aziri (2011) who also suggest that job satisfaction have a significant and direct relationship to employee performance, implying that a satisfied employee is believed to have higher performance level.

This indicates the higher job satisfaction enhances drastically the performance of non-academic staff of BASUG which will help the University achieves it targeted mission and objective. Consequently, the hypothesis is accepted.

### **5.2.2 Job attitude and employee performance**

*H2: There is a positive relationship between job attitude and employee performance.*

The outcome of the second hypothesis also signifies that job attitude is positively related to employee performance portraying that a positive behaviour towards ones job

is capable of boosting employee performance which is consistent with previous research of (Newman, and Roth (2006), Liao *et-al*, (2012), Semykina (2008), Sulaiman and Almsafir (2013) & Chih, Yang and Lu (2008) who also finds that an employee with positive work attitude on the job tend to have increased level of performance.

The result indicate that non- academic staff of Bauchi State University Gadau possess a positive and good job attitude which in turn lead to higher performance that enhances the overall efficiency and effectiveness of the institution in service delivery. Hence, the hypothesis is accepted.

### **5.2.3 Equity and employee performance**

*H3: There is a positive relationship between equity and employee performance.*

Moreover, the result of the third hypothesis shows that job equity is also positively related to employee performance implying that there is a perceived level of fairness, this however, is in line with the study of (Usmani & Jamal (2013), Pepper & Gosling, (2015), Al- Zawahreh & Al- Mahi (2012) & Al- Zu'bi (2010) that employee that perceive equal level playing ground in an organisation also increase their performance level.

This implies that BASUG non- academic staff perceive equity in their workplace which tend to increase their level of productivity and therefore, the hypothesis is accepted.

#### **5.2.4 Job satisfaction and employee performance with moderating role of physical working environment**

*H4: Working environment moderates the relationship between job satisfaction and employee performance. Specifically, the relationship will be weaker (negative) when there is poor physical working environment than with good physical working environment.*

The findings of the fourth hypothesis suggest that physical working environment negatively moderates job satisfaction on performance of non-academic staff of the Bauchi State University Gadau, even though job satisfaction has a significant relationship to employee performance. This clearly implies that physical working environment in which the non-academic staff of BASUG work is poor and not conducive for working which tends to negatively impact on their level of job satisfaction thereby hindering their performance level. This is however consistent with past studies that also suggest that in an unconducive working atmosphere where physical facilities and other equipment are absent, job dissatisfaction rises which affects employee performance negatively. (Ekundayo, & Ajayi, (2009); Adeniji, (2011); Mulengeki, (2011) Erasto, (2014) & MacMillan, (2012). Based on the consistency of hypothesis to the findings of past studies, the hypothesis is therefore accepted.

#### **5.2.5 Job attitude and employee performance with moderating role of physical working environment**

*H5: Working environment moderates the relationship between job attitude and employee performance. Specifically, the relationship will be weaker (negative) when*



*there is poor physical working environment than with good physical working environment.*

The findings further conclude that physical working environment moderates positively the relationship between job attitude and the performance of non- academic staff of Bauchi State University which is in contrary to the hypothesis.

This therefore implies that despite poor or uncondusive physical working condition of the employees at the Univeristy their attitude towards their job still remains positive with enhanced performance level. However, this might be connected with fact that Bauchi State Univeristy gives priority to its indigenes when it comes to recruitment which makes the workforce more compassionate and dedicated towards uplifting the University. This shows that the non- academic staff are committed to the University as indigenes of Bauchi state which makes them develop higher morale and positive job attitude that even the poor physical working environment cannot deter their performance.

Therefore the study shows that the priority given to the indigenes of Bauchi state in regards to employment have also played a very important role in the general performance of the University. The non- academic staff of the Univeristy feel attached to the workplace which give them sense of belonging and therefore remain committed to BASUG which in turn brings about higher morale the positive attitude on job with increased performance that tends to defy the poor physical working environment of the University. Base on the above justification the hypothesis is therefore rejected.

### **5.2.6 Job equity and employee performance with moderating role of physical working environment**

*H6: Working environment moderates the relationship between equity and employee performance. Specifically, the relationship will be weaker (negative) when there is poor physical working environment than with good physical working environment.*

Furthermore, the physical working environment moderate the relationship positively between equity and employee performance. The implication of this findings suggest that BASUG provide an avenue to employment to the unemployed citizens of the state which result them having a feeling of perceived equity considering the fact that they are given employment by their home state. Another possible reason for perceived equity and enhanced employee performance even with presence of poor physical working environment might be due to better offer in terms of pay and promotion given by its employees compare to places where they work before, which mostly local government civil services and federal civil service that mostly pay less compared to BASUG. This findings therefore contradicts the sixth hypothesis which states that working environment moderates the relationship between job attitude and employee performance. Specifically, the relationship will be weaker (negative) when there is poor physical working environment than with good physical working environment. This however, makes the sixth hypothesis of the study rejected.

### **5.3 Research implication**

Research implication can be classified into theoretical and practical or policy or implication. The theoretical implication emphasise on the importance and contribution

a study brought to an existing theory any field of human endeavours. On the other hand, practical or policy implication of a research brings about the contribution a study will bring in improving or solving a particular issue as relate to area of study.

### **5.3.1 Practical implication**

The study aimed to examine the relationship between job satisfactions, job attitude, equity and performance of non- academic staff of the Bauchi State University with physical environment as a moderator. This implies that the study will provide relevant information to the management of the University as its regards to employee level of motivation and performance which also have positive impact one the overall performance of the University.

However, the study will aid the management of University in policy formulation regarding promotion, pay, training and other factors as it relates to the performance of employees in the organisation. Furthermore, the study will also aid the university to make strategic decision in areas of physical working environment which will enable the institution provide a conducive and non- distracting physical working environment that will further increase the employee's job satisfaction, job attitude and perceived equity thereby enhancing the general performance of the University.

### **5.3.2 Theoretical implication**

In line with theoretical contribution, the study is believed further contribute motivational theories is the sense that it combined expectancy and equity theory with factors like job satisfaction job attitude and employee performance. This simply implies that the study has contribute in the expansion on these theory as well as their applicability to the study variables which will help in understanding ways of enhancing

employee performance by adopting proper ways that will bring about job satisfaction and positive job attitude.

The study also contributed in to person fit environment theory in a way that it helps in explaining the theory as it relates to physical working environment and how it affects employee performance in the workplace.

#### **5.4 Limitation of the study and recommendation for future research**

The study focus on the non-academic staff of Bauchi State University Gadau Nigeria which limit the rate of responses. Therefore, the study is limited to only one Univeristy in the country despite the fact that there are many other Universities. Another major factor that limit the study is the fact that is it concentrates only on the non- academic staff without including the academic staff. Also, the study is limited to three independent variables which include job satisfaction, job attitude and equity with employee performance as the dependant variable and physical working environment implying that they the only variables tested in this study whereas other motivational variables that can also be tested to ascertain level of employee performance.

Base on the above limitations further studies are therefore recommended to test the variables on other institutions be it a private organisation or public sector or other universities within or outside Nigeria. The study can also be extended to academic staff as well and a mediator can be added to the study and be tested too.

#### **5.5 Conclusion**

It is generally believed that employee performance is an indispensable component of organisational performance, therefore it is recommended that employers should

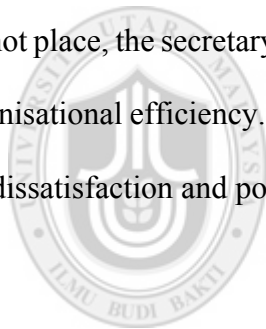
prioritise important motivational factors like job satisfaction job attitude and justice among its workers so as to achieve highest performance level. The study concludes that the non- academic staff of Bauchi State Univeristy are believed to have higher level job satisfaction and in that case the institution is able to harness its organisational resources in such a way such job satisfy action will bring about enhanced performance by every employee that will aid the institution in achieving it targeted goal and objectives timely and efficiently. The study also recommends that the University management should regularly device a means in which employees demand will be met on time in order to avoid job dissatisfaction which will have a negative impact on the performance of its employees and the organisation as a whole.

Furthermore, the study concludes that non- academic staff of the institution portray a positive attitude on their respective schedules and task which also leads to increased performance. This implies that the Univeristy policy are in line with employees goals and target. Consequently, in order to maintain high employee morale and positive behaviour among employees, it is recommended that management of the Univeristy should encourage policies that will promote team work and openness so as to develop trust between the employees and the management of the institution.

With regards to job equity, however, it is believed that perceived fairness in the workplace brings about increased productivity and goal congruence in the work place. As in the case of Bauchi State University, the employee tend perceive fair and equal treatment by the Univeristy, such feelings fairness is believed to bring about increased in employee performance as well as low employee turnover and absenteeism. Therefore, is recommended that equity should always be at a play in every level of

organisational decision making and also ensure that organisational justice prevail in every unit and department of the institution.

Physical working environment have a great influence on employee performance in the workplace. A well designed working place with proper layout and adequate office facilities is believed to have an impact on employee performance. Therefore, for employees to perform diligently in the workplace is good for such employee to be provided with all the needed tools and equipment that will help achieve the task assigned to such employee. For instance a secretary will need to have a standard desktop, printer, papers and conducive office accommodation with internet facilities in order to perform effectively. Therefore in a situation where such physical equipment's are not place, the secretary performance will be ineffective thereby hampering the entire organisational efficiency. Moreover absence of such physical facilities will bring about job dissatisfaction and poor job attitude.



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