

**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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**Dissertation Submitted to  
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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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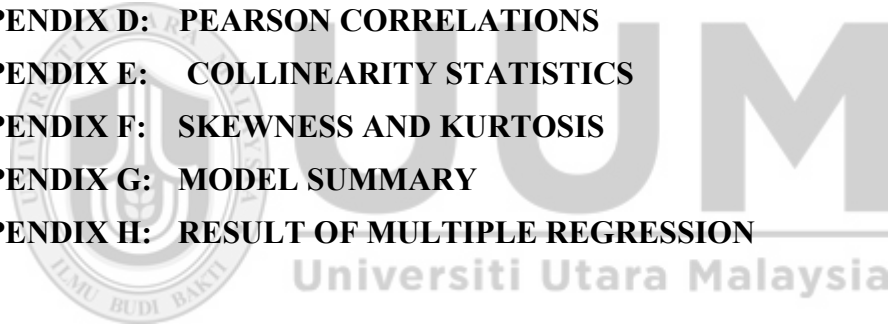
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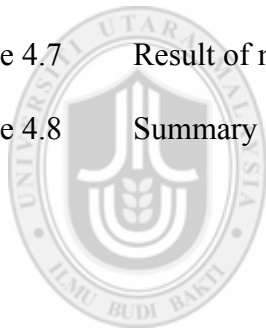
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## LIST OF ABBREVIATIONS

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).

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