

Effect of Employee Relations on Organizational Performance in Adamawa State University, Mubi

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Abstract

This study examined the effect of employee relations on organizational performance, using Adamawa State University, Mubi, as a case study. The main objective was to investigate how employee engagement, staff involvement in decision-making, and working conditions influence the performance of the institution. The study adopted a descriptive survey research design, which enabled the collection of data from a representative sample of 269 respondents out of a population of 824 academic and non-academic staff. Stratified and simple random sampling techniques were employed to ensure fair representation, while structured questionnaires served as the primary instrument for data collection. The instrument's validity was established through expert reviews, and reliability was confirmed with a Cronbach's Alpha coefficient of 0.82. Data were analyzed using descriptive statistics and multiple regression analysis. The findings revealed that employee engagement has a significant and positive effect on organizational performance ($\beta = 0.493$, $t = 8.115$, $p < 0.000$). Similarly, staff involvement in decision-making was found to positively influence performance ($\beta = 0.140$, $t = 2.068$, $p < 0.040$), while employee working conditions also showed a positive and significant effect ($\beta = 0.129$, $t = 1.505$, $p < 0.000$). These results indicate that fostering strong employee relations enhances productivity, commitment, and overall institutional effectiveness. The study concludes that employee-related factors are critical drivers of organizational performance in tertiary institutions. It recommends that management should adopt strategies to strengthen employee engagement, promote participatory decision-making, and improve working conditions through adequate infrastructure, fair remuneration, and job security. By prioritizing employee relations, Adamawa State University can achieve sustainable organizational growth, improved academic standards, and enhanced administrative outcomes.

Keywords: *Employee relations, organizational performance, engagement, decision-making, working conditions, Adamawa State University.*

1.1 INTRODUCTION

Employee relations play a crucial role in shaping organizational performance across the globe. Effective employee relations foster a positive work environment, enhance productivity, and contribute to overall business success (Budd & Bhawe, 2019). Organizations worldwide recognize that harmonious relationships between employers and employees lead to higher job satisfaction, reduced turnover, and improved operational efficiency (Armstrong & Taylor, 2020). In contrast, poor employee relations can result in conflicts, low morale, and diminished organizational outcomes (Boxall & Purcell, 2022). As globalization intensifies competition, businesses increasingly prioritize strategies that strengthen employee engagement and workplace harmony to maintain a competitive edge (Guest, 2017).

In developing economies, the significance of employee relations is even more pronounced due to structural challenges such as inadequate labor laws, weak institutional frameworks, and economic instability (Fashoyin, 2018). Studies indicate that organizations in these regions often struggle with high levels of industrial disputes, absenteeism, and low productivity, which are frequently linked to poor employee-management relations (Ackah & Agyepong, 2020). For instance, in Nigeria, labor unrest in both public and private sectors has been attributed to ineffective communication, unfair labor practices, and insufficient employee welfare packages (Oluwajodu et al., 2021). Addressing these issues is critical for enhancing organizational performance and sustaining economic growth.

The Nigerian higher education sector, in particular, faces significant challenges in employee relations, which directly affect institutional effectiveness (Ogunyemi & Ogunyemi, 2020). Universities often experience strikes, protests, and conflicts between staff unions and management, disrupting academic activities and administrative operations (Ajayi & Ekundayo, 2019). These conflicts are frequently fueled by disputes over wages, working conditions, and governance structures, leading to prolonged industrial actions that hinder institutional progress (Ikeanyibe, 2021). Given the pivotal role of universities in national development, improving employee relations in this sector is essential for achieving educational and organizational goals. Adamawa State University, Mubi (ADSU), like many Nigerian universities, has faced its share of employee relations challenges. Reports indicate that the institution has experienced periodic strikes, disagreements between staff unions and management, and dissatisfaction over remuneration and working conditions (Adamawa State University Bulletin, 2022). These issues have, at times, disrupted academic calendars, affected student performance, and tarnished the university's reputation (Yerima & Bello, 2023). Understanding the dynamics of employee relations in ADSU is crucial for identifying strategies to enhance organizational performance and ensure stability.

The effect of employee relations on organizational performance in ADSU remains underexplored in existing literature. While some studies have examined industrial relations in Nigerian universities broadly, few have focused on ADSU as a case study (Dauda, 2021). This study seeks to fill this gap by analyzing how employee relations influence productivity, staff commitment, and institutional effectiveness at ADSU. By doing so, it will contribute to both academic discourse and practical solutions for improving employee relations in Nigerian tertiary institutions.

This study seeks to fill this gap by investigating the effect of employee relations on organizational performance at Adamawa State University, Mubi. By analyzing the nature of employee relations, identifying key challenges, and assessing their effects, the research will provide insights into improving workplace harmony and institutional effectiveness.

The main objective of this study to examine the effect of employee relations on organizational performance: case study of Adamawa State University, Mubi. While the specific objectives are to:

- i. examine the effect of employee engagement on organizational performance of Adamawa State University, Mubi
- ii. ascertain the effect of staff involvement in decision-making on organizational performance of Adamawa State University, Mubi
- iii. assess the effect of employee working conditions on organizational performance of Adamawa State University, Mubi

Based on the objectives, the following hypotheses were formulated for the study.

- i. H₀₁: Employee engagement has no significant effect on the organizational performance of Adamawa State University, Mubi.
- ii. H₀₂: Staff involvement in decision-making has no significant effect on the organizational performance of Adamawa State University, Mubi.
- iii. H₀₃: Employee working conditions have no significant effect on the organizational performance of Adamawa State University, Mubi.

2.0 LITERATURE REVIEW

This section presents a comprehensive review of relevant literature to provide a theoretical and empirical foundation for the study.

Concept of Employee Relations

According to Omisore and Abiodun (2023), employee relations refer to the structured and unstructured interactions between employers and their employees, aimed at maintaining cooperation, mutual respect, and shared commitment to organizational goals. The authors explain that healthy employee relations go beyond mere absence of conflict they involve cultivating an inclusive and participatory work environment where both employer and employee contributions are recognized and valued. This includes maintaining open communication channels, fair disciplinary processes, and responsive grievance mechanisms. Their work highlights that organizations which prioritize strong employee relations often experience higher levels of workforce morale, reduced absenteeism, and increased productivity. Adewumi and Olayinka (2022) define employee relations as a strategic human resource function that focuses on managing the employer-employee relationship in ways that enhance organizational effectiveness and employee well-being. They emphasize that this relationship is influenced by labor policies, organizational culture, and managerial attitudes. According to them, effective employee relations practices include performance feedback, employee recognition, workplace democracy, and conflict resolution mechanisms. These authors argue that in today's competitive business environment, investing in strong employee relations systems not only mitigates industrial disputes but also fosters loyalty and innovation among staff.

For the purpose of this study, employee relation was divided into three proxies which are employee engagement, employee involvement and employee working condition. While are discuss below:

Akanbi and Ojo (2022) define employee engagement as the emotional and intellectual commitment an employee has towards the organization, demonstrated by their enthusiasm, productivity, and willingness to contribute to organizational goals. This definition highlights the multidimensional nature of engagement, where both the mind (intellectual involvement) and heart (emotional connection) of the employee are actively aligned with the success of the organization. It implies that engaged employees do not only fulfill the minimum job

requirements but are motivated to go above and beyond, showcasing initiative and passion for their roles. The authors argue that emotional connection helps employees view organizational goals as personal objectives, which leads to greater investment in their daily tasks. This deep involvement ultimately fosters resilience and adaptability, which are essential for navigating a rapidly changing business environment, particularly in Nigeria's volatile economic landscape. According to Nwachukwu and Eze (2023), employee engagement is a dynamic state where employees are fully involved, motivated, and inspired to act in ways that advance both their own career aspirations and the broader goals of their employer. This view connects engagement to both individual and organizational development. Employees who are engaged do not just work for a paycheck; they are driven by purpose and a desire to grow along with the organization. The word "dynamic" emphasizes that engagement is not static but evolves based on the work environment, leadership, and organizational culture. The authors found that in Nigerian SMEs, where resources are often limited, employee engagement acts as a buffer against poor performance and high turnover. Engaged employees tend to exhibit strong loyalty and initiative, even in the face of organizational challenges.

Another proxy is staff involvement, according to Alabi (2023), staff involvement is the extent to which employees are allowed and encouraged to participate in decision-making, planning, and execution of organizational activities. They argue that when employees are involved in decisions that affect their roles and responsibilities, it increases their sense of ownership and accountability. This empowerment leads to improved job satisfaction, commitment to organizational objectives, and stronger performance outcomes. The authors further emphasize that staff involvement is not merely a management strategy but a cultural shift toward inclusive governance that values employee input at all levels. Nnaji and Bello (2022) describe staff involvement as a participatory framework where employees are given the opportunity to contribute ideas, voice opinions, and engage in dialogue on matters related to their work and the broader organization. They highlight that involving staff in such discussions enhances communication, builds trust, and nurtures a sense of belonging among team members. Moreover, their findings reveal that organizations that consistently engage their staff in decision-making experience higher levels of creativity and a lower rate of internal conflict. According to them, involvement promotes shared responsibility and fosters a collaborative work environment that is essential for long-term organizational success.

Another proxy is employee working condition, according to Nwachukwu (2024), employee working conditions refer to the overall environment both physical and psychological in which an employee carries out job-related tasks. This includes factors such as safety protocols, workload management, ventilation, sanitation, interpersonal relationships, managerial support, and compensation. Olatunji and Yusuf (2023) define working conditions as the broad array of tangible and intangible elements embedded in a workplace that shape an employee's experience. These elements include not only physical resources such as office layout and ergonomic furniture but also intangible aspects like psychological safety, respect, fair treatment, and supportive leadership. In the view of Ibrahim and Salisu (2024), employee working conditions encompass the combination of operational, environmental, and contractual frameworks that influence how employees execute their duties. These include the physical workspace, employment terms, communication systems, work-life balance policies, and occupational health measures.

Organizational Performance

Organizational performance refers to the extent to which an organization successfully achieves its stated goals and objectives through the efficient and effective utilization of available resources. It emphasizes how well management coordinates human, financial, and material

resources to produce desired outcomes, ensuring sustainability and growth within a competitive environment (Daft, 2016). This perspective highlights performance as a reflection of managerial effectiveness and operational efficiency. Furthermore, organizational performance can be viewed as the ability of an organization to utilize its assets and capabilities to generate revenue and maintain a competitive advantage over time. It focuses on both short-term financial results and long-term strategic positioning, suggesting that high-performing organizations are those that continuously adapt to environmental changes while maximizing returns on investment (Richard et al., 2009). This definition underscores the importance of strategic management and resource-based capabilities in achieving superior performance. In addition, organizational performance encompasses a broader range of financial and non-financial indicators, including profitability, productivity, employee satisfaction, innovation, and customer loyalty. This multidimensional approach recognizes that performance is not solely measured by financial outcomes but also by internal processes and stakeholder satisfaction, as reflected in frameworks such as the balanced scorecard (Kaplan & Norton, 1992). Thus, organizational performance represents a holistic assessment of an organization's overall effectiveness and long-term success.

Effect of Employee Engagement on Organizational Performance Nigeria

Employee engagement has emerged as a critical factor influencing organizational performance, especially within the Nigerian corporate landscape. Engaged employees are more likely to be committed to their organizations, display higher levels of job satisfaction, and go the extra mile in achieving organizational goals. According to Akinbode and Aluko (2023), organizations with highly engaged employees witness improved productivity, better customer service, and increased profitability. In Nigeria's dynamic and often challenging business environment, the need for emotionally and cognitively engaged employees cannot be overstated, as their commitment often determines how well organizations respond to internal and external pressures. Moreover, employee engagement contributes significantly to innovation and knowledge sharing, which are vital for sustainable competitive advantage. As noted by Adeniran and Bello (2024), Nigerian firms that actively involve employees in decision-making processes and encourage open communication tend to perform better in terms of efficiency and adaptability. When employees feel their opinions are valued, they are more likely to offer creative solutions and contribute positively to organizational goals. This is particularly important in sectors like banking, telecommunications, and oil and gas, where employee innovation can lead to enhanced service delivery and cost savings.

Effect of Staff Involvement on Organizational Performance in Nigeria

Staff involvement plays a critical role in enhancing organizational performance in Nigeria by promoting a sense of ownership, accountability, and commitment among employees. When employees are actively involved in decision-making and goal-setting processes, they feel valued and empowered, which leads to increased job satisfaction and productivity. According to Mohammed and Effiong (2023), organizations that encourage staff participation in operational and strategic activities often experience higher employee morale, reduced turnover, and better overall performance. This involvement fosters collaboration and nurtures a shared vision that aligns employee goals with organizational objectives. Moreover, staff involvement contributes significantly to innovation and problem-solving within Nigerian organizations. Employees who are given opportunities to contribute their ideas and insights tend to offer practical solutions drawn from their day-to-day experiences on the job. This approach not only improves efficiency but also promotes continuous improvement. As noted by Agbaje and Nwosu (2024), inclusive organizations in Nigeria are more adaptive to market changes and

have greater agility in responding to challenges. Their findings suggest that participative management practices positively correlate with improved service delivery and operational outcomes.

Effect of Employee Working Conditions on Organizational Performance in Nigeria

Employee working conditions play a pivotal role in determining organizational performance, particularly in the Nigerian context where economic and infrastructural challenges often affect the workplace environment. Poor working conditions, such as inadequate safety measures, lack of proper ventilation, overcrowding, and insufficient rest periods, significantly lower employee morale and productivity (Okpara & Wynn, 2023). When employees are subjected to unhealthy or unsafe environments, absenteeism increases and turnover rates rise, which disrupts workflow and reduces the efficiency of organizational operations. Furthermore, comfortable and supportive working conditions foster employee satisfaction and motivation, which are critical drivers of high performance. Organizations that invest in modern office infrastructure, ergonomic furniture, and technology-enhanced workspaces often experience increased employee engagement and reduced fatigue (Ogunleye & Olatunji, 2022). In Nigeria, firms that provide flexible work arrangements, medical support, and professional development opportunities report higher staff retention and organizational growth, underscoring the link between workplace conditions and output quality.

2.1 Theoretical Framework

Goal-Setting Theory

Goal-Setting Theory, advanced by Locke and Latham (1990), posits that specific, measurable, and challenging goals lead to higher employee performance than vague or easy goals. According to the theory, when employees are involved in setting their own goals, and when regular feedback is provided, their motivation and job performance improve. The theory aligns with employee relations by emphasizing the role of communication and participative management in motivating workers.

Organizations with strong employee relations often establish clear communication channels and encourage employee participation in decision-making and goal-setting. This involvement increases employees' sense of ownership and accountability, which directly contributes to higher levels of performance (Latham & Pinder, 2005). Moreover, when performance goals align with organizational objectives and are supported by feedback and encouragement, employee motivation and organizational outcomes are enhanced (Armstrong & Taylor, 2020).

Empirical Review

Oladapo and Ibrahim (2025) conducted a study titled *Effect of Employee Relations on Organizational Efficiency in Public Enterprises*, using a descriptive survey design to assess how employee relations affect performance in Nigerian National Petroleum Corporation (NNPC). The population consisted of all staff at the NNPC headquarters, from which 250 employees were selected through stratified random sampling. Data were analyzed using descriptive statistics and regression analysis. The findings revealed that open communication, fair treatment, and employee involvement significantly improved employee productivity and organizational efficiency. The study concluded that fostering strong employee relations leads to a more efficient and harmonious workplace in public enterprises. The researchers recommended that management should establish inclusive communication strategies, fair conflict resolution systems, and participative decision-making mechanisms. However, a major gap identified was the neglect of informal relationships, such as peer support systems. Future

studies were advised to adopt qualitative methods to examine the influence of informal employee networks on organizational effectiveness.

Okonkwo and Musa (2025) explored The Role of Employee Relations in Enhancing Performance of SMEs in Lagos State through a mixed-method approach. The study targeted 100 SMEs in Lagos with a sample of 300 employees selected using purposive and simple random sampling techniques. Data analysis involved descriptive statistics, Pearson correlation, and thematic analysis using SPSS version 26. The results showed that a positive relationship between employees and their supervisors led to improved motivation, reduced turnover, and better overall performance. The study concluded that effective employee relations are critical to productivity and conflict minimization in SMEs. It recommended that owners and managers of SMEs invest in relationship-building programs and adopt open-door communication policies. However, the study was limited by its cross-sectional nature, which did not allow for measuring changes over time. Future research was suggested to employ longitudinal studies to examine how employee relations influence performance across different business life cycles.

Adediran and Okechukwu (2025) investigated the Influence of Employee Relations on Organizational Growth in the Banking Sector using an explanatory survey design. The study population comprised employees from five commercial banks in Abuja, with 220 participants selected through cluster and random sampling. The researchers employed Structural Equation Modeling (SEM) to analyze the data. Findings indicated that employee relations, especially respectful communication and grievance resolution processes, were strongly correlated with employee engagement, customer satisfaction, and revenue growth. The study concluded that maintaining healthy workplace relationships contributes significantly to banking sector growth. Recommendations included the development of strategic HR policies focusing on communication, recognition, and trust-building. However, the study was limited to urban bank branches, which may not reflect conditions in rural areas. Future research should therefore extend to rural branches to gain broader insights into the effect of employee relations across different geographical contexts.

Aliyu and Nwachukwu (2025) examined Employee Relations and Their Effect on Organizational Performance in Federal Universities using a cross-sectional survey design. The study involved academic and non-academic staff across three federal universities in Northern Nigeria. A sample of 350 respondents was drawn through proportional and random sampling. Data were analyzed using regression analysis and ANOVA. The findings showed that employee participation in decision-making and effective conflict resolution mechanisms significantly enhanced institutional performance, especially in terms of innovation and service delivery. The study concluded that good internal employee relations promote workplace harmony and institutional excellence. It was recommended that university management strengthen their grievance procedures and promote inclusive governance systems. A major gap in the study was the lack of consideration for cultural and regional differences among employees. Therefore, future studies were advised to explore cross-cultural variations in employee relations across different geopolitical zones in Nigeria.

Ifeoma and Garba (2025) carried out a study on The Effect of Employee Relations on Organizational Performance in the Manufacturing Sector. A quantitative research design was employed with a sample of 280 employees drawn from five manufacturing companies in Kano, using systematic random sampling. Data were analyzed using multiple regression with the aid of STATA. The results demonstrated that team-building practices, effective grievance handling, and collaborative efforts significantly boosted employee productivity and operational performance. The study concluded that well-managed employee relations foster a positive working atmosphere that enhances manufacturing outcomes. Recommendations included instituting regular employee feedback systems and team-based incentives. A notable limitation

of the study was the exclusion of the role of trade unions. Future studies were encouraged to examine how union involvement influences employee relations and performance within the manufacturing sector.

3.0 METHODOLOGY

This study employed a descriptive survey research design. This research was carried out at Adamawa State University Mubi. The total population of the study is eight hundred and twenty four (824) which comprises of two hundred and thirty two Academic Staff (232) and five hundred and ninety two (592) non academic Staff of different carders (Source, Registry Dept., 2026). In determination of the sample size, the researcher adopted the use of Yamani (1964) and arrived at 269. Academic staff has a total of 28.2% and the non-academic staff with 71.8% of the entire total population. Therefore, 269 sample size was apportion based on the percentage from the population i.e. academic staff 76 and 193 non academic staff.

The stratified random sampling technique was used to ensure fair representation across various departments and categories of staff (academic and non-academic). Within each stratum, simple random sampling was employed to select participants, ensuring that every staff member had an equal chance of being included in the study.

The study relied solely on primary data as its main source of information. The main instrument used for data collection was a structured questionnaire designed in line with the research objectives. The reliability of the instrument was tested using the Cronbach's Alpha reliability test. A pilot study was conducted with 30 staff members of the university who were not part of the final sample. The result yielded a Cronbach's Alpha coefficient of 0.82, indicating a high level of internal consistency and reliability of the instrument. The data collected were analyzed using inferential statistics, particularly multiple regression analysis.

4.0 ANALYSIS AND FINDINGS

A total of 269 questionnaires were distributed and 249 were successfully returned and valid, representing 92.6%, while 20 were not returned, representing 7.4%.

Hypotheses Testing

The following null hypotheses were tested:

H₀₁: Employee engagement has no significant effect on the organizational performance of Adamawa State University, Mubi.

H₀₂: Staff involvement in decision-making has no significant effect on the organizational performance of Adamawa State University, Mubi.

H₀₃: Employee working conditions have no significant effect on the organizational performance of Adamawa State University, Mubi.

Table 1: Model summary of effect of employee relation on organizational performance

Variables	Coefficient	Std. Error	T-Values	P-Values	Hypotheses	
1 (Constant)	11.628	1.934	6.013	0.000		
Employee engagement	0.493	0.053	8.115	0.000	Rejected	H01
Staff involvement	0.140	0.051	2.068	0.040	Rejected	H02
Employee working conditions	0.129	0.033	1.505	0.000	Rejected	H03
R	0.595					
R ²	0.354					
Adjusted R	0.347					
F-Stats	49.047					

a. Dependent Variable: OP

(Source: Computed using SPSS 21. 2026)

The result in Table 1 shows that the summary of regression model on the employee relation on organizational performance. The result of Pearson correlation shows that the bivariate relationship between dependent and independent variables are strong and positive ($r = 0.595$). The values of the coefficient of determination (R-Square) extracted from the summary of the regression model shows that employee relation only explains about 35.4% variations in cultural diversity while about 64.6% are attributed to variables not included in the model of this study. The analysis of variance (ANOVA) results, which represent the goodness of fit of the model is statistically significant ($F = 49.047$, $P < 0.05$), implying that the variables in the model have jointly predicted the organizational performance.

Summary of Findings

The summary of the findings of the study include:

- The finding revealed that employee engagement have a significant and positive effect on organizational performance of Adamawa state university, Mubi-Nigeria ($\beta = 0.493$, $t = 8.115$, $p < 0.000$).
- Moreso, the findings also revealed that effect of staff involvement on the organizational performance of Adamawa state university, Mubi-Nigeria is significant and positive ($\beta = 0.140$, $t = 2.068$, $p < 0.40$).
- Lastly, the finding revealed that employee working conditions has significant and positive effect organizational performance of Adamawa state university, Mubi-Nigeria ($\beta = 0.129$, $t = 1.505$, $p < 0.00$).

Discussion of Findings

Firstly, the result showed that employee engagement significantly and positively influences organizational performance ($\beta = 0.493$, $t = 8.115$, $p < 0.000$). This finding implies that when employees are emotionally and intellectually committed to the goals of the university, their productivity increases, which enhances overall institutional performance. This supports the findings of Akinbode and Shadare (2020), who emphasized that employee engagement leads to higher job satisfaction, increased morale, and better performance outcomes in Nigerian organizations. Similarly, Ugwu and Onyishi (2019) found that engaged academic staff in Nigerian universities are more innovative, focused, and dedicated, which directly effects institutional success.

Secondly, the study found a significant and positive relationship between staff involvement and organizational performance ($\beta = 0.140$, $t = 2.068$, $p < 0.040$). This suggests that involving

staff in decision-making processes and institutional planning contributes to their sense of belonging and ownership, thereby improving performance. This is consistent with the work of Igbokwe-Ibeto, Aremu, and Osakede (2022), who argued that participatory management and inclusive leadership styles enhance employee motivation and organizational outcomes in Nigerian public institutions. Moreover, Ejumudo (2018) observed that in higher education settings, when staff are empowered and involved in strategic decisions, it leads to better alignment with institutional goals and improved service delivery.

Lastly, the study revealed that working conditions also have a significant and positive effect on organizational performance ($\beta = 0.129$, $t = 1.505$, $p < 0.000$). This indicates that favorable physical, psychological, and administrative environments within the university promote staff productivity and efficiency. This finding aligns with the study by Oguegbe, Anyikwa, and Amah (2022), who highlighted that conducive working environment, especially in Nigerian universities, reduce job stress and enhance employee output. Similarly, Akinyemi and Ifeoma (2022) found that poor infrastructural facilities and inadequate staff welfare were key contributors to low performance in public tertiary institutions in Nigeria, reinforcing the necessity of improved working conditions.

5.0 CONCLUSION

The findings of this study reveal that employee-related factors have a significant and positive influence on the organizational performance of Adamawa State University, Mubi, Nigeria. Firstly, the analysis showed that employee engagement has a strong and statistically significant positive effect on organizational performance ($\beta = 0.493$, $t = 8.115$, $p < 0.000$). This suggests that when employees are fully engaged committed to the university's goals, motivated to exceed expectations, and supported by management a noticeable improvement in the institution's overall performance is achieved. This emphasizes the importance of creating a workplace culture that values and fosters employee engagement as a strategic approach to enhancing institutional outcomes.

Moreover, the study found that staff involvement in decision-making processes also contributes positively and significantly to organizational performance ($\beta = 0.140$, $t = 2.068$, $p < 0.040$). This implies that when employees are involved in decisions affecting their work and the university at large, it fosters a sense of ownership and responsibility that translates into better performance. Active staff participation helps in generating innovative ideas, enhancing morale, and improving job satisfaction all of which are vital for achieving academic and administrative excellence.

Lastly, the study revealed that employee working conditions have a significant and positive effect on the performance of the university ($\beta = 0.129$, $t = 1.505$, $p < 0.000$). This highlights the necessity of ensuring safe, supportive, and conducive work environments for staff. Good working conditions including adequate infrastructure, fair remuneration, and job security play a crucial role in motivating employees and enhancing their productivity.

6.0 RECOMMENDATIONS

The study recommends the following to assist in alleviating the problems identified in the course of this study

- i. The university management should adopt strategies that actively promote employee commitment and motivation. This can be achieved through regular training and development programs, recognition and reward systems for outstanding performance, and fostering open communication between management and staff.
- ii. It is recommended that the university adopt participatory management practices that involve staff in planning, policy formulation, and administrative decisions. Establishing

staff committees, suggestion schemes, and regular consultative meetings can create a sense of ownership and inclusion, thereby improving morale and accountability across departments.

- iii. The university should prioritize the provision of a supportive work environment. This includes ensuring functional infrastructure, adequate office space, provision of teaching and research materials, fair remuneration, and job security.

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