

## **Impact of Job Satisfaction on Performance of Non- Academic Staff of Bauchi State University Gadau: The Moderating Effect of Physical Working Environment**

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### **ABSTRACT**

*Organisations across the globe are being faced with lots of burning issues in regards employee performance enhancement. Creating motivational measures that are capable of enhancing employee job satisfaction is paramount to every organisation due to the fact that it brings about higher performance. However, the physical environment at which employee work is also believed to have a great deal on determining level of employee job satisfaction on performance of an employee. Previous studies however, concentrate more on the direct relationship between job satisfaction and employee performance with less emphasis on the moderating role of physical working environment. This study therefore, examines the impact of job satisfaction on the performance of non-academic staff of Bauchi state University Gadau Nigeria with physical working environment as the moderator variable. The non-academic staff of Bauchi state University play an important role towards achieving the goals and target of the University, which makes it important to conduct the study and devise a means that will further enhance their performance. Therefore, a total number of two hundred and seventy questionnaires were given out 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 positive and significant relationship between job satisfactions on the performance of non-academic staff of the University. The findings further suggest that physical environment negatively moderate the relationship between job satisfaction and employee performance. One of the major factors limiting the study is the fact that it is conducted in single University in Nigeria and the sampling size is not large enough to validate the study. On significance, the study will serve as a policy guide to the management of the Nigerian Universities in areas relating to employee performance improvement and it will also further make an impetus the field of organisational behaviour and human resource management.*

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**Key words:** *Job satisfaction, Employee performance, Physical working environment.*

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### **Introduction**

Performance level of an employed individual has constantly been a tasking challenge in management of an organisation, devising an operational method 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 lucrateness (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).

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.

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, gives 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.

### **Literature review**

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 equity.

### **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).

Globalization has 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.

### **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, Alagarajal 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).

### **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 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 to 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).

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.

In addition, 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.

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

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).

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.

### **Hypothesis development**

The hypothesis developed for the study includes the following:

- i. **H1:** There is a positive relationship between job satisfaction and employee performance.
- ii. **H2:** 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.

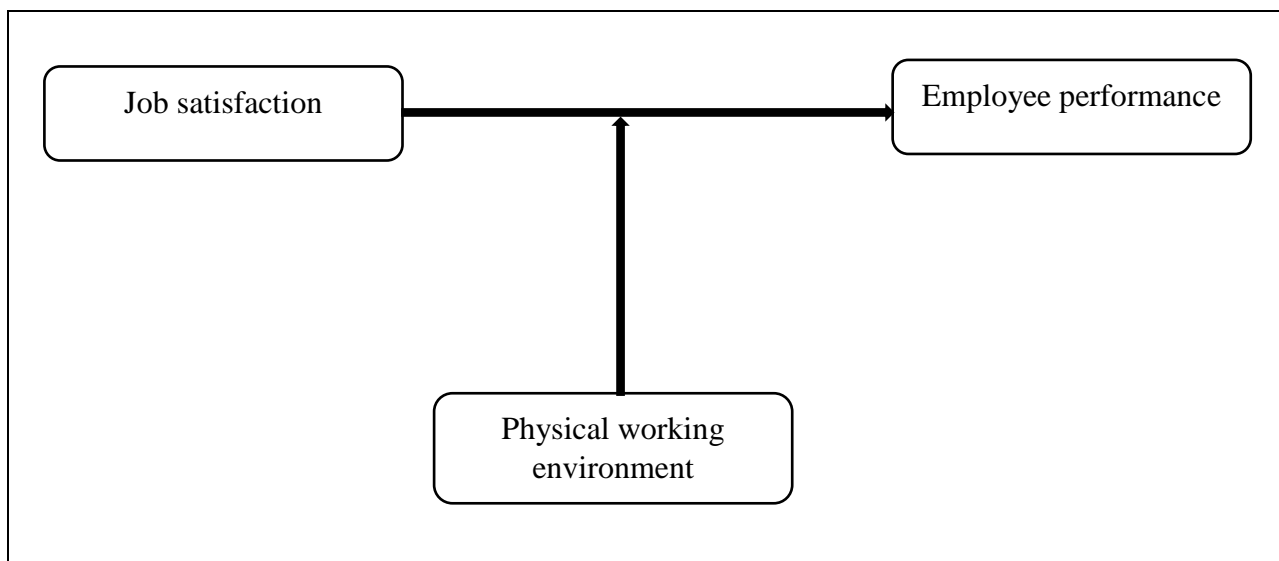
### **Person-Environment Fit Theory (Underpinning theory)**

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 and increased performance.

## Research framework



Adopted from the study of Vandenberghe, (2009), Janakiraman et-al (2011) & Liao et-al, (2012).

### Methodology

The study followed quantitative method of gathering data which is done through questionnaire that was distributed to various respondents. 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

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.

Questions for the measurement of the variables were adopted from past researches. For employee performance the study adopted measurement by Liao et-al (2012), which was based on a five likert scale, ranging from agree to strongly disagree with Cronbach Alpha of 0.95 and six items that includes: 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 and I can carry out assigned duties effectively and efficiently.

For job satisfaction the study adopted and modifies measurement from the work of Vandenberghe (2009), with six items ranging on a five likert scale ranging from agree to strongly disagree. Items 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.

Furthermore, physical working environment measurements were drawn and modified from the study of Janakiraman et-al (2011). All questions were based on five likert scale ranging



from agree to strongly disagree with a Cronbach's alpha of 0.90. Items in the measurement 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 and I have enough space to store and archive files and other vital document safely.

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).

### **Analysis of research findings**

The study used Statistical Package for Social Sciences (SPSS) in order to analyse and test the reliability of the data. 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.

Based on the response rate, 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.

Furthermore, Internal consistency reliability test was employed which is believed to be a widely used technique for reliability test by most studies (Litwin, 1995) as presented below;

<b>Variables</b>	<b>Responses</b>	<b>Number of items</b>	<b>Cronbach Alpha</b>
<b>Job satisfaction</b>	<b>250</b>	<b>6</b>	<b>.719</b>
<b>Physical working environment</b>	<b>250</b>	<b>6</b>	<b>.784</b>
<b>Employee performance</b>	<b>250</b>	<b>6</b>	<b>.704</b>

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). Therefore, the study shows that the variables are highly reliable.

### Descriptive statistics of variables

Variables	Number	Mean	S/deviation
Job satisfaction	250	3.5113	.82315
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 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.

### 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:

Variables	EP	JS	PWE
EP	1		
JS	0.311**	1	
PWE	0.404**	0.321**	1

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

### Collinearity Statistics

Variable	Tolerance	VIF
Job satisfaction	0.850	1.176
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 1.176 for job satisfaction, with tolerance value of 0.850 while physical working environment have a value of 2.839 and tolerance value of 0.352. Therefore, the study fall within an accepted range that is recommended for test of multicollinearity (Hair, Sarstedt, Ringle, & Mena, 2012).

### 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. Below is the model summary for multiple regression of the study variables;

#### Summary of models

Model	R	R square	R square adjusted
1	0.666	0.444	0.437
2	0.676	0.457	0.441

From the table above, in model 1, 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%.

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

Model	Variables	B	t	Sig
1	JS	0.710	1.647	0.002
2	JS X PWE	-0.138	-1.991	0.240

### Discussion of Results

The result indicates that job satisfaction is also positively and significantly correlated to employee performance with ( $\beta=0.710$   $t= 1.647$   $sig= 0.005$ ). Having introducing physical working environment as the moderating variable, 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.

### Conclusion and recommendation

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

The findings of the second 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 have 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 in consistent with past studies that also suggest that in an unconducive working atmosphere were 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). Base on the consistency of hypothesis to the findings of past studies, the hypothesis is therefore accepted. 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. 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.

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.

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.

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