

Mediating Role of Office Furniture on the Relationship between On-the-Job Training and Intrinsic Motivation on Employee Performance

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Abstract

Globally, the management of an organization has always found it difficult to manage employee performance; therefore, the main goal of every business organization is to develop operational strategies to inspire each employee to succeed and provide quality work performance, as well as raise the organizational competency level. This research investigates the mediating role of office furniture on the relationship between on-the-job training and intrinsic motivation on employee performance. The populations of this research are the members of the non-academic staff of Abubakar Tafawa Balewa University Bauchi, Nigeria. Two hundred and seventy-nine structured questionnaires were administered to the selected staff sample to measure the respondents' opinions. Responses received were analyzed using SMART-PLS 4 to examine the measurement and structural models. The findings reveal that office furniture significantly mediates the relationship between on-the-job training and employee performance ($\beta = 0.158$, t -value = 3.124 and $p < 0.002$). The findings further reveal that office furniture significantly mediates the relationship between intrinsic motivation and employee performance with ($\beta = 0.306$, t -value = 4.875 and $p < 0.000$). The findings of this study can provide insights for organizational leaders in understanding the significance of office furniture in enhancing employee performance; by recognizing the mediating role of office furniture, managers can strategize on creating conducive work environment that optimizes employee performance.

Keywords: *On-The-Job Training, Intrinsic Motivation, Office Furniture and Employee Performance.*

1.1 Introduction

Behind any successful organization, human resources play an important role as a backbone (Sriviboon & Jermsittiparsert, 2019). With the help of strategic management of HR, the organization can accomplish and use its resources at an optimal level, leading the organization towards continued and effective accomplishment of its objectives. Van Woerkom et al. (2016) have suggested that any organization can achieve its goals by utilizing its resources at an optimal level with the help of good management of human resources. The employee's performance is affected by the organization's goals; the organization can accomplish its goals only when its employees perform well. Different factors, including job satisfaction, employee engagement, salary, training, workplace environment and motivation, can influence employee performance (Davydenko et al., 2017). Employee performance is defined as how well an employee performs their work obligations and completes the tasks that have been assigned to them. It relates to the output's efficacy, quality, and efficiency. Performance is also a factor in determining how valuable an employee is to the company. Employee performance is employees' work fulfilling obligations per their duties and responsibilities (Kustono, 2020).

Akinyele, (2017) studied that the performance of employees in Nigeria is affected by many factors that come from both inside and outside the organization, such as leadership, earning, training, promotion opportunities, working environment, motivation, employee-employer relationship, leadership commitment, and organizational communication. Caroline & Kanyanjua (2019) also identified reward systems, human resource development, working environment, and work-life balance as factors affecting employee performance. Nigerian universities face an imminent threat to their survival from the declining quality of staff performance. This may be due to governments' inability to enhance the knowledge and skills of their staff through efficient human resource development programs that can improve their performance and their capacity to utilize the skills of experienced and trained workers fully Amanchukwu, (2021).

On-the-job training refers to learning job skills and knowledge by performing tasks in the workplace (Liu et al., 2018). On-the-job training is essential for employee development and critical to employee performance. According to Liu et al. (2018), on-the-job training allows employees to acquire new skills and knowledge that can improve their performance. On-the-job training can also improve employee engagement and job satisfaction, leading to improved performance (Ahmad et al., 2020). Intrinsic motivation is the internal drive that compels an individual to engage in an activity for personal satisfaction or enjoyment. This motivation is driven by the individual's interest in the activity and the desire to learn or achieve mastery of a task (Bryan 2021). Intrinsic motivation has been found to encourage individuals to take up challenges, put in more effort, and invest time and resources to achieve a goal (Bryan, 2021).

Office furniture is an essential component of a productive work environment. The design and arrangement of office furniture significantly enhance employee productivity, engagement, and motivation. Several studies have explored the relationship between office design and employee performance, indicating that office furniture can significantly affect employees (Herman Miller, 2018). The purpose of this study is to examine the mediating role of office furniture on the relationship between on-the-job training and employee performance and to examine the

mediating role of office furniture on the relationship between intrinsic motivation and employee performance.

Non-academic staff members in higher education institutions play an essential role in the daily operations of these institutions. The role of non-academic staff in the higher education sector is significant in supporting the academic mission of universities. They perform various administrative and support functions that enable the smooth running of academic programs. According to a report published by the National Universities Commission (2018), they constitute a large proportion of the total workforce in most Nigerian public-owned universities. Hence, an important task for Nigerian public universities is to stimulate their administrative employees' motivation and job satisfaction levels. Various factors, including training and motivation, influence the productivity and performance of non-academic staff. These factors are critical in shaping employees' attitudes, behaviors, and job satisfaction, affecting their performance. However, studies indicate that non-academic staff members often have limited opportunities for training, which can hinder their performance and motivation (Goh & Othman, 2019). Even though the research on this topic has been done in other areas, such as the banking industry, hotels and hospitals, the researcher believes the idea is vital for all service sectors. No local study has incorporated such variables in a single framework to analyze the factors influencing employee performance. Additionally, there is a lack of literature exploring the interaction between intrinsic motivation, office furniture, and employee performance of non-academic staff members. Therefore, this study is aimed at bridging this gap by investigating some factors that influence Employee performance, which include on-the-job training and intrinsic motivation, through the mediation of office furniture on employee performance with specific reference to members of non-academic staff of Abubakar Tafawa Balewa University Bauchi (ATBU)

2.1 Literature Review

2.1.1 Employee Performance

According to Wekesa & Makhamara (2019), employee performance is a combination of effectiveness and efficiency, which implies how well an employee perform on the job and how well that performance is assessed against the widely recognized indicators of performance criteria set by their organizations. Employee performance is often interpreted as the achievement of tasks, where employees at work must be by the organization's work program to show the level of organizational performance in achieving the organization's vision, mission, and goals (Sari, 2016). Sinha (2021) stated that employees' performance depends on their willingness and the employees' openness to doing their job. He also stated that employees' willingness and openness to doing their jobs could increase their productivity, leading to performance.

2.1.2 On-the-job Training

On-the-job training (OJT) aims to equip employees with the necessary skills, knowledge, and experience to perform specific duties while working. This training approach is essential in improving employee performance since it is conducted while the employee is still working (Adula & Birbirsa (2023). Researchers have also established that OJT leads to developing job-

specific skills, which translates to improved employee performance (Abor & Quartey, 2020). However, the effectiveness of OJT is dependent on factors such as the quality of the trainer, the availability of training resources, feedback mechanisms, and the trainee's motivation to learn (Adula & Birbirsa (2023). Findings from previous research have shown the relationship between these variables: According to Assefa (2016), in his study of the commercial Bank of Ethiopia on the impact of training and development on employees' performance, the finding of the study showed that the training found to have a significant effect on employee performance. According to Landa (2018), training has a significant positive relationship with employee performance. Training is considered a fundamental tool in organizational capacity building to improve performance and achieve goals (Sasidaran, 2018).

2.1.3 Intrinsic Motivation

Mahardiana & Thahir (2019) argued that motivation is the effort of a person in achieving their targets of working to gain the needs of life in the long term, consisting of three important elements: effort, the direction of long-term goals, and fulfilling desires, which are affected by motives, hopes, and incentives. Based on definitions presented by previous researchers, motivation can be concluded as a pusher or power that makes someone try diligently to achieve a goal. In other words, motivation is the reason that influences employees working continuously to attain the company or organization's goal. Furthermore, employee motivation provides an important factor in business activities whereby high motivation matches job satisfaction, an intelligence of pride in someone's effort and a lifelong organizational commitment (Rafique, Ali & Ahmed, 2017). Providing the right motivation is very important because employees can carry out as much as possible to finish the tasks and objectives given to them (Wahyuni et al., 2019). Previous research has established that intrinsic motivation is positively associated with employee performance. For instance, Mohamed et al. (2020) found that work-related intrinsic motivation positively impacts employee performance in Jordan's construction industry.

2.1.4 Office Furniture

Office furniture refers to the chairs, tables, desks, and other equipment used in an office setting (Alfonso et al., 2022). The importance of office furniture in the workplace cannot be underestimated. According to Alfonso et al. (2022), office furniture affects employee motivation, comfort, and productivity. Comfortable and well-designed office furniture can improve employee satisfaction and reduce fatigue, leading to improved performance (Hodgson et al., 2019).

A good working environment will positively impact employees in improving employee performance. This is one way to be taken so that employees can carry out their duties without experiencing interference because the work environment greatly affects employee performance (Hodgson et al., 2019). According to Agarwal (2020), the performance of the employees in the hotels was influenced by numerous factors such as rewards and incentives, work pressure and hotel environment and potential for career growth in the hotel sector. The result also showed that rewards and incentives drive employees' performance. Jusanne & Steven (2021) reported that working conditions are associated with management leadership jobs and job satisfaction.

Research on quality of work life has also established the importance of safe and healthy working conditions in determining employees' job performance.

2.2 Mediating Role of Office Furniture on the Relationship between On-the-job Training and Employee Performance

On-the-job training has been shown to have a positive impact on employee performance. A study by Hsumei & Shu-Chuan (2018) found that on-the-job training significantly improves employee knowledge, skills, and performance. Similarly, Cappelli & Tavis (2017) found that on-the-job training is a more effective learning method than formal training programs. The authors reported that on-the-job training is tailored to the individual employee's needs and the employees practice new skills immediately.

According to numerous studies, improving the workplace's physical environment can significantly impact how well employees are trained (MacMillan, 2012). Additionally, some academics believe that a work environment with greater physical amenities and other tools that enable employees to complete tasks more successfully can increase employee morale, resulting in better training and, to some extent, higher performance (Van 2018). On the other hand, a bad and unproductive physical working environment where the necessary materials and equipment to properly complete tasks and adhere to a timetable are lacking tends to result in poor performance.

In addition, studies from the past and present have shown that 90% of Nigerian universities are struggling with an unfavorable physical environment where the necessary tools for performing administrative tasks are outdated and inefficient, which causes dissatisfaction and also demotivates the administrative staff of the universities to work more effectively (Mohammed, 2018).

H₁: Office furniture mediates the relationship between on-the-job training and employee performance.

2.3 The mediating role of Office Furniture on the Relationship between Intrinsic Motivation and Employee Performance

Numerous studies have linked office furniture with employee well-being, productivity, and job satisfaction. A study by Banham (2018) suggested that good-quality office furniture can improve employees' health and well-being, which in turn can boost job satisfaction and employee performance. Furthermore, research by Rahman & al-Qaisy (2017) indicated that well-designed ergonomic office furniture positively affects job satisfaction, which enhances employee productivity and performance.

Employees always demand a comfortable work environment so that the optimization of employee work can be achieved properly. The comfort of the work environment, both physically and non-physically, is the hope for every employee. By paying attention to the physical work environment or creating working conditions that can provide motivation to work, it will have an influence on employee enthusiasm or spirit for work (Simamora, et al. 2019). According to Agarwal (2020), the performance of the employees in the hotels were influenced by numerous factors such as rewards and incentives, work pressure and hotel environment and

potential for career growth in the hotel sector. The result also showed that rewards and incentives are driving factors behind employees' performance.

H₂: Office furniture mediates the relationship between intrinsic motivation and employee performance

2.4 Research Framework

Based on the review of the literature and hypothesis development, the research framework is presented below. Office furniture is the mediating variable, while On-the-job training and Intrinsic Motivation stand as the independent variables, and Employee performance is the dependent variable.

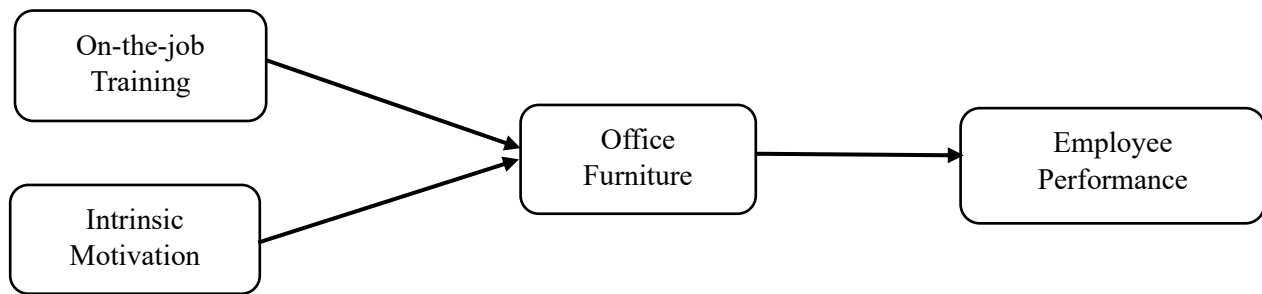


Figure 1: Research Framework

3.1 Methodology

The objective of the study is to investigate the mediating role of office furniture on the relationship between on-the-job training and intrinsic motivation and on employee performance of non-academic staff of ATBU Bauchi. The study adopts a quantitative survey approach using a questionnaire, which was administered to non-academic staff of Abubakar Tafawa Balewa University Bauchi. The items on the questionnaire were adapted through readings and editing of related literature and measurement scales to suit the objectives of this research. The items of the questionnaire adapted for this study were previously tested, and the result of Cronbach alpha and composite reliability were found to be greater than 0.70. Office furniture was adapted from Jabulani, (2021). Employee performance was adopted from the study of Fitsum Ghebregiorgis, (2020), While on-the-job training from (Darshani, 2018). and intrinsic motivation from the work of Liu et al. (2018). The items were operationalized based on a 5-point Likert scale. Further, before the questionnaire administration, the research instruments have undergone thorough checks by experts in the field of management to ensure that the questionnaire's content in terms of wording and understanding is appropriate for the research. Also, respondents' focus groups were selected to crosscheck the items for any observations and corrections. The population of the study consists of 748 non-academic staff of Abubakar Tafawa Balewa University Bauchi according to the registry department. Therefore, in line with the study of Krejcie & Morgan (1970), a sample size of 254 is accepted to represent the population. Further, as Hair, Jr. (2015) suggested, a sample can be increased by a certain percentage to handle the possible occurrence of a low response rate during data collection. In addition, 10% of 254

samples were added, which makes 279 questionnaires administered to ensure the required responses for data analysis.

Therefore, from the 279 questionnaires that were administered, a total of 242 questionnaires were retrieved from the questionnaire administered. After the data had been gathered, a total of 20 responses were excluded from the analysis for incomplete information, morbidity or nonchalant response. In contrast, for further data analysis, only 222 were found usable, which represents 79.5% per cent of the returned sampled respondents and were analyzed. The improperly filled due to human element (error) were retrieved along the properly filled. It is evidenced from the literature, that the adequate response rate for questionnaire surveys in research is approximately 60% in quantitative research (Abu-Rumman, 2021). Two hundred twenty-two valid questionnaires seem to be above average due to their nature, which requires a large sample size, as compared to qualitative, which requires a small sample size.

4.1 Results

In this study, data was entered using Statistical Package for Social Science (SPSS). Also, data screening was carried out to spot and confirm that the data is cleansed and can reflect the actual phenomenon of the study. After cleaning the data, descriptive statistics, frequencies, and percentages were used to analyze the demographic variables of the respondents, as presented in the table below.

Table 1: Descriptive Statistics of Respondents

Variables	Category	Frequency	Percentage %
Gender	Male	173	77.9
	Female	49	22.1
	Total	222	100%
Age	25 - 30 years	31	14.0
	31 - 40 years	108	48.6
	41 - 50 years	58	26.1
	51 years & above	25	13.3
	Total	222	100%
Marital Status	Single	28	12.6
	Married	185	83.3
	Divorced	9	4.1
	Total	222	100%
Educational Qualification	ND/NCE	43	19.4
	BSc/HND	121	54.5

	MSc/MBA	51	23.0
	PhD	7	3.2
	Total	222	100%
Work Experience	5 - 10 years	79	35.6
	11 - 20 years	95	42.8
	21 years & above	48	21.6
	Total	222	100%

Furthermore, the Partial Least Squares -Structural Equation Modelling (PLS-SEM) method using SMART PLS 4 is used in the model evaluation for this study, as opined by (Ringle, Wende, & Becker, 2015). A two-stage analytical procedure consisting of (a) measurement models assessment and (b) evaluations of current structural models was applied after carrying out descriptive analyses Hair, Hult, Ringle, & Sarstedt, 2017).

4.1.1 Assessment of Measurement Model

All constructs here are based on reflective measurement; thus, assessing a reflective measurement model includes two main procedures: internal consistency assessment and convergent validity and discriminant validity assessment. Starting with the convergent validity, the indicator (items) reliability is expected to have an outer loading of 0.708 or greater. Conversely, loadings greater than 0.4, 0.5, 0.6, and 0.7 are all acceptable, provided that the average variance extracted (AVE) and composite reliability (CR) thresholds, 0.50 and 0.70, respectively, are all satisfied. As suggested by Hair et al. (2014) criteria, items with loadings lower than 0.5 were deleted. Both CR and AVE have met the recommended threshold, as presented in the table below.

Table 2: Convergent Validity of Measurement Model

Construct	Item	Loadings	CR	AVE
Office Furniture (OF)	OF1	0.854	0.929	0.766
	OF2	0.928		
	OF3	0.881		
	OF4	0.896		
Intrinsic Motivation (IM)	IM1	0.771	0.925	0.711
	IM2	0.869		
	IM3	0.868		
	IM4	0.763		
	IM5	0.801		
Employee Performance (EP)	EP1	0.809	0.925	0.709

	EP2	0.858		
	EP3	0.786		
	EP4	0.767		
	EP5	0.715		
On-The-Job Training (OT)	OT1	0.740	0.855	0.542
	OT2	0.781		
	OT3	0.752		
	OT4	0.703		
	OT5	0.566		

To achieve internal consistency, the value of every specific composite reliability (CR) factor fell between 0.855 and 0.929, which is within the accepted value specified by Hair et al. (2019). The value of each composite reliability falls within values 0.70 and 0.90 ranging from "satisfactory" to "good". To assess convergent validity, the value for every AVE fell between 0.542 and 0.766, which is within the suggested value of 0.50 and above (Hair et al., 2019).

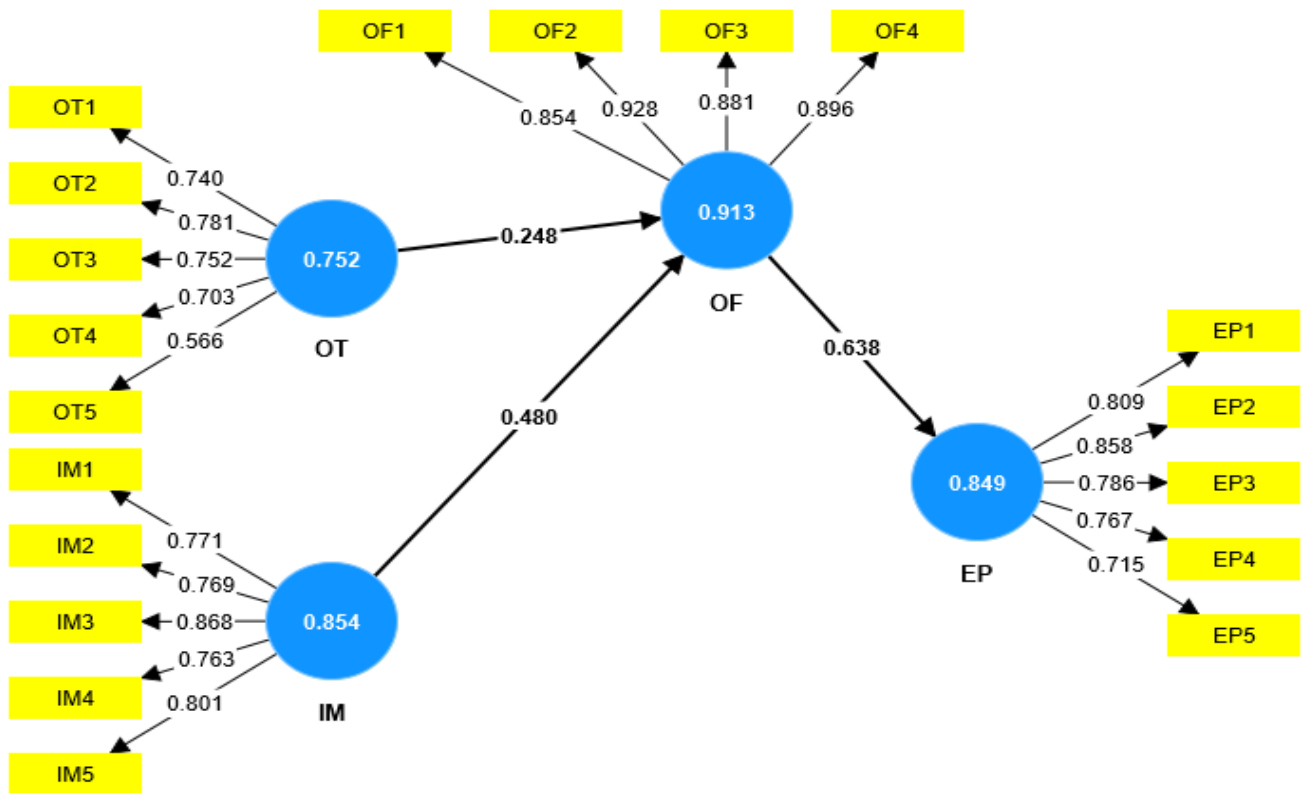


Figure 2: Measurement Model

Table 4.6: Discriminant Validity (HTMT) Matrix

Construct	EP	IM	OF	OT
Employee Performance (EP)				
Intrinsic Motivation (IM)	0.695			
Office Furniture (OF)	0.673	0.632		
On-The-Job Training (OT)	0.356	0.458	0.401	

Discriminant validity assessment is calculated using the Heterotrait-Monotrait Ratio (HTMT) criterion, which is considered a strong method (Inuwa, Islam & Male, 2022; Henseler, Ringle & Sarstedt, 2015). Henseler, Ringle and Sarstedt (2015) stated that all the values above 0.90 show discriminant validity issues. In the same vein, Kline (2011) submits that a value not above 0.85 shows there is no issue of discriminant validity in such data. Therefore, Table 4.3.2 shows that all the constructs have achieved the requirement of discriminant validity, being empirically distinct from one another.

4.1.2 Assessment of Structural Model

The process of examining the structural model is aimed at confirming the research model empirically. Some fundamental analyses must be performed in the model, which includes R^2 , (f^2), and VIF. Regarding R^2 , it is argued by Hair et al. (2017) that there is no standard threshold, while Hair, Sarstedt, Hopkins, & Kuppelwieser (2014) postulated that an R^2 at 0.20 is high in organizational studies. Therefore, it can be deduced that this study has achieved an acceptable R^2 of 0.344 and 373, respectively, effects on the endogenous construct of employee performance. Regarding effect size (f^2), Cohen (1988) asserts that 0.02, 0.15, and 0.35 are slight, moderate, and large effect sizes. Hence, any predicting construct having an effect size (f^2) value lower than 0.02 does not affect the related endogenous construct in the model.

This study's effect size shows that On-the-job training has 0.181 on employee performance. Also, intrinsic motivation on employee performance has an (f^2) of 0.195. Hence, (f^2) all exogenous constructs have shown an acceptable effect size range (f^2) on the endogenous variables. The variance inflation factor (VIF) was used in assessing multi-collinearity among the constructs under investigation. Hair et al. (2019) suggested that VIF values should be close to 3 and lower. The result shows that the multi-collinearity assessment of on-the-job training and intrinsic motivation on employee performance through office furniture is 1.741 and 2.426, respectively. It shows that the VIF values among all the constructs are lower than the threshold, which shows an absence of collinearity amongst the constructs of this study.

4.1.3 Path coefficients

This study adopted five thousand (5000) subsamples to run the bootstrapping procedure, which was suggested by (Hair et al., 2017; Wong, 2013). The essence of this analysis is to test the significant effect of the indirect relationships hypothesized in the previous section. It is to confirm whether the data collected supports the hypotheses or otherwise. Previous studies had suggested that values from 1.65 be significant at 10%, while 1.96 and 2.57 are also considered significant at 5% and 1% significance levels, respectively, based on two-tailed tests (Inuwa,

Islam & Male; Hair et al., 2019; Hair et al., 2020). Similarly, the one-tailed test's critical values of 1.28 are significant at 10%, while 1.65 and 2. are significantly based on 5% and 1% significance levels, respectively (Hair et al., 2019). Therefore, all the relationships hypothesized in this study are directional. Therefore, the one-tailed test was used to assess the path coefficient's t-values and the significant effect. Office furniture mediates the relationship between on-the-job training and employee performance with a positive and significant relationship with ($\beta = 0.158$, $t\text{-value} = 3.124$ and $p < 0.002$). It is also found that office furniture mediates a positive and significant relationship between intrinsic motivation and employee performance with ($\beta = 0.306$, $t\text{-value} = 4.875$ and $p < 0.000$). The figure below is the structural model.

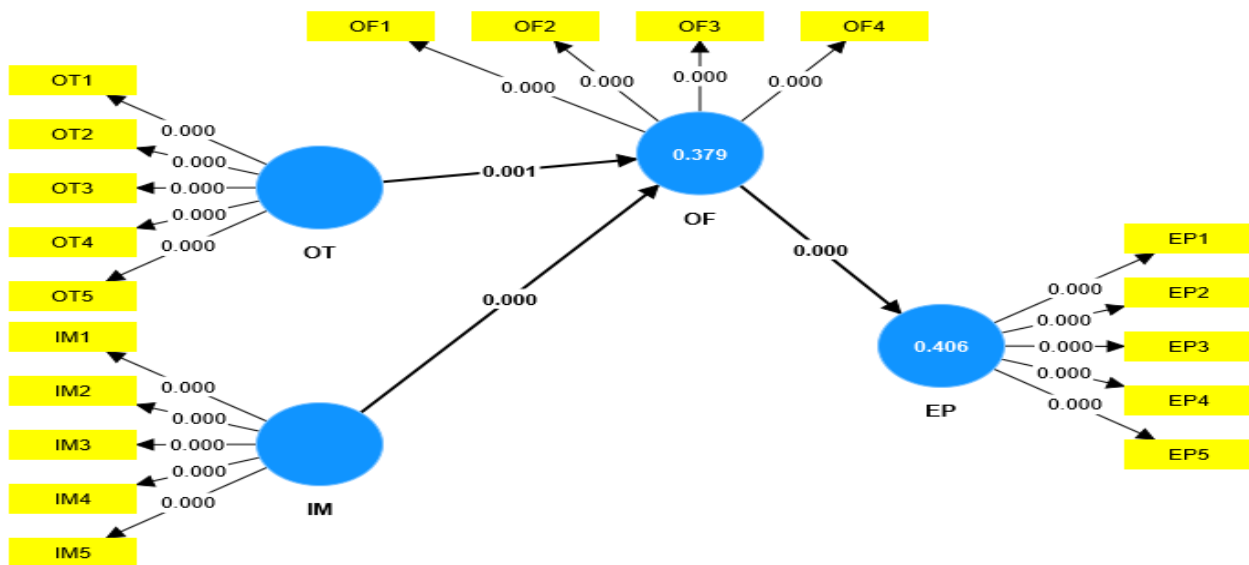


Figure 3: Structural Model

5.1 Discussion

This study was primarily designed to examine the mediating role of office furniture on the relationship between on-the-job training and intrinsic motivation on employee performance. The study employed PLS-SEM bootstrap analysis to examine the relationship between the variables.

(H₁): Office furniture mediates the relationship between on-the-job training and employee performance. This research objective tends to examine the relationship between office furniture, on-the-job training, and employee performance. Specifically, it explored whether office furniture acts as a mediator between on-the-job training and employee performance. The research findings revealed a positive significant relationship between on-the-job training and employee performance, with office furniture playing a mediating role in enhancing employee performance with ($\beta = 0.158$, $t\text{-value} = 3.124$ and $p < 0.002$). This is in line with the study of Hsumei and Shu-Chuan (2018), which indicates that on-the-job training significantly improves employee knowledge, skills, and performance. Similarly, Cappelli and Tavis (2017) found that on-the-job training is a more effective learning method compared to formal training programs.

According to (MacMillan, 2012, improving the physical environment of the workplace can have a significant impact on how well employees are trained. Additionally, some academics believe that a work environment with greater physical amenities and other tools that enable employees to complete tasks more successfully can increase employee morale, which in turn can result in better training and, to some extent, higher performance (Van 2018).

(H₂): Office furniture mediates the relationship between intrinsic motivation and employee performance. The finding suggests that the quality and functionality of office furniture play a crucial role in enhancing employees' intrinsic motivation, which ultimately leads to improved performance in the workplace. Furthermore, the mediation analysis indicated that office furniture acts as a significant mediator in the relationship between intrinsic motivation and employee performance. This suggests that the impact of intrinsic motivation on employee performance is partially explained through the quality of office furniture. The results of the study indicate a positive and significant relationship between office furniture acting as a mediator and intrinsic motivation on employee performance with ($\beta = 0.306$, $t\text{-value} = 4.875$ and $p < 0.000$).

Numerous studies have linked office furniture with employee well-being, productivity, and job satisfaction. A study by Banham (2018) suggested that good-quality office furniture can improve employees' health and well-being, which in turn can boost job satisfaction and employee performance. Furthermore, research by Rahman and al-Qaisy (2017) indicated that well-designed ergonomic office furniture positively affects job satisfaction, which enhances employee productivity and performance.

5.2 Conclusion

Based on the findings and analysis conducted in this study on the mediating role of office furniture on the relationship between on-the-job training and intrinsic motivation on employee performance of non-academic staff at Abubakar Tafawa Balewa University Bauchi, recommendations for future studies are suggested. Future studies should examine the possibility of using other important variables, such as spacious layout, lighting and safety, as either mediator or moderating variables in relation to employee performance and other predictor variables of this study. This is because on-the-job training and intrinsic motivation focus on identifying and providing the staff's needs that may perhaps provide a clearer view of the concept of employee performance, which in reciprocity could contribute to the proper understanding of the factors that influence employee performance. This research is limited to the members of non-academic staff at Abubakar Tafawa Balewa University Bauchi, and similar research can be conducted in other high institutions or public sectors. Also, more variables can be included to further expand the field of knowledge.

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