

**WORK ENVIRONMENT AND EMPLOYEES' PRODUCTIVITY IN BENUE STATE  
UNIVERSITY MAKURDI, BENUE STATE NIGERIA**

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**Abstract**

*This study empirically investigated the effect of work environment on employee's productivity in Benue State University, Makurdi, Benue State. The study specifically investigated the effect of work life balance, team spirit, management support, and training opportunity on employee's productivity in Benue State University. A survey design was employed for the study. The Population for the study is made up of six hundred and fifty (650) academic staff of the institution out of which a sample sized of 248 employees was drawn. Data were collected with the use of structured questionnaire. Cronbach Alpha and factor analysis were employed to test reliability and validity of the instruments respectively. The data collected for the study was analyzed using descriptive statistical tools such as tables and simple percentages while the hypotheses were tested using multiple regressions. This was done with the aid of the Statistical Package for Social Sciences (SPSS 23). Findings from the study shows that work life balance, team spirit, and management support and training have significant effect on employee's productivity in the company. While training opportunity has no significant effect on employee's productivity in the institution. It is therefore recommended (amongst others) that Management of organizations and Government should encourage employees by creating favorable work environment to enhance productivity and performance in a work place.*

**Keywords:** Work Environment and Employees' Productivity

**Introduction**

Human beings are very complex in their psychological make-up and hence, managers of organizations cannot influence employee's inner state directly, they can however create work environment that encourages productivity and quality performance. Work environment in simple terms includes a friendly, well-designed structure or policies, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to how people feel about their work (Christian, 2015). According to Enest, (2019), work environment" means factors of workplace that are provided by employers to their employees that could support employee's productivity and higher performance at work.

Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employees more than the employees need the business. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce (Hughes, 2007). Therefore, most government organizations are making all possible efforts to make work environment more comfortable, safe and healthy. Enest, (2019), contend that a Comfortable work environment motivates employees and increases their productive capacity

and higher performance to a large extent which ultimately influence the growth of an organization as well as growth of an economic. Work environment impacts employee morale, productivity and engagement - both positively and negatively. An attractive and supportive work environments provide conditions that enable employee to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality services(Massoudi and Hamdi, 2017)..

In the current era of globalization, work environment is considered not only as a substance of change and growth in the economy, but also as the bedrock of nation's economy. It is very vital for improving organizations productivity and quality of outcomes. Factors of workplace environment play an important role towards the employee's productivity. They give an immense impact to the employee's productivity either towards the negative outcomes or the positive outcomes (Chandrasekar, 2001). Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong & Baron, 2018).

Employee productivity also known as workforce productivity, is referred to as an assessment of the efficiency of a worker or group of workers. Owino (2016) argued that for productivity to take place there is need to activate an effective working environment to makes employees satisfied, happy and hardworking. It's important to make employees happy since they are the biggest assets of any organization. Creating better and higher performing work environment requires an awareness of how work environment impacts behavior and how behavior itself drives workplace productivity (Armstrong & Murlis, 2017). How well employees get along with the organizational environment influence the employee's error rate, level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job (Yamdi, 2022).Organizations that recognize and encourage increased productivity are likely to be more successful than their

### Statement of the Problem

An attractive and supportive work environment is an environment that attracts employee, encourages workforce capacity as well as effective performance. Supportive work environments provide conditions that enable employee to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality services. The essence of providing attractive work environments is to create and enhanced productivity. However, a cursory observation of general work environment in Benue State University shows a state of work environment. Despite the improvement in workforce environment in Benue State University (BSU), employee's keeps agitating hence affecting their performance and productivity.

Also, empirical evidence from available literature has shown that the effect of work environment on employee productivity has been investigated by many researchers. For instance, Abdulkadir (2009); Naharuddin and Sadegi, (2013); Gitahi, Maina and Koima (2015); Mokana, Faizuniah and Mohd (2015); Gitahi, Maina and Koima (2015); Abdul and Tafique (2015) all investigated the effect of work environment on employee productivity, but not in the current study area. Consequently, this study sought to investigate the effectiveness of workforce environment practices and the extent to which they influence job performance of employees in Benue State University Makurdi, Benue State, Nigeria.

The aim of the study was to examine the effect of work environment on employees' productivity in Benue State University, Makurdi, Benue State - Nigeria. The Specific objectives were to:

- i. Ascertain the effect of work life balance on employees' productivity in Benue state university, Makurdi, Benue State.
- ii. Determine the effect of management support on employees' productivity in Benue State University, Makurdi, Benue State.
- iii. Ascertain the effect of Team spirit on employees' productivity in Benue State University, Makurdi, Benue State.
- iv. Determine the effect of training opportunities on employees' productivity in Benue State University, Makurdi- Benue State.

The following hypothesis will be tested at 0.05 level of significance;

- Ho<sub>1</sub>: work life balance has no significant on employees' productivity in Benue State University, Makurdi, Benue State.
- Ho<sub>2</sub>: management support has no significant on employees' productivity in Benue State University, Makurdi, Benue State.
- Ho<sub>3</sub>: Team spirit has no significant on employees' productivity in Benue State University, Makurdi, Benue State.
- Ho<sub>4</sub>: Training opportunities has no significant on employees' productivity in Benue State University, Makurdi, Benue State.

### **Theoretical Frameworks**

The paper adopts two theories that explain the relationship between work environment and employee productivity.

#### **Theory of work adjustment**

The nature of flexibility prevailing in the work environment allows employees to make decisions on how best they can adapt to working conditions prevailing an organization. Flexible conditions as perceived by employees vary from one organization to another and even from one person to another. Flexibility is influenced by factor internal to individuals and organization such as one's own personality and the culture prevailing in an organization. Similarly, external factors which provides alternative to employees will influence the flexibility of individuals. Where an organization cannot provide flexibility required by employees, they may introduce certain form of adjustment (René & George 1964). Individual employees may be required to take active adjustment that allows them to alter their work environment. Employees may introduce changes that affect the job content and behavior required to undertake a given job. They should also be able to reflect on their skills and abilities required to undertake the job effectively. In certain cases, employees may endeavor to change the nature of reinforcement of the job by trying to gain better rewards in terms of improved working conditions, additional responsibility and a wider scope of tasks to be performed (René & George 1964). This theory supports a variable Employee commitment as they generally feel a connection with the organization and this helps in identifying the areas that requires to be addressed for better performance in the organization.

#### **Herzberg's Two Factors Theory**

Frederick Herzberg's two factors theory (1959) asserts that job satisfaction based on two independent dimensions which are Hygiene Factors and Second intrinsic factors. Hygiene Factors addresses the issues which are external to the job that comprise spay, job security, working condition, status and the like. The hygiene factors may cause dissatisfactions when they are absent but they are potential enough to motivate or satisfy the employees when they are present.

Intrinsic Factors address the issues that are bound up with the job such as recognition, possibility of growth and advancement. When these factors are present motivators can satisfy the employees and motivate them because of their associations with the need of the self-actualization. The two factors theory does offer managers some guidelines for making employees more content on the job and more productive. Herzberg's divided the aspects of the work situation into hygiene factors and intrinsic motivations which include incentives, like performance related pay to induce performance.

The Theory focused also on working condition such as clean environment, physical design, lighting and temperature, remuneration, status, carrier growth, recognition, advancement and the relation can be used to motivate the employees in the working place. Employees whose experience good condition, provided security such as insurance (medical insurance, workmen's compensation benefit as well as group personal accident) and also social security such as pension fund tend to perform well. The employees could be motivated due to the benefits and credentials being given. Such kind of employees tends to be happy hence enjoy the work. Hygiene and intrinsic factors include pay, job security, working conditions status, recognition, career development, and possibility of growth and advancement. Employees are working on

bad working condition, unsecured, and not recognized, no possibility of growth or any advancement tends to perform low.

### **Conceptual Frameworks**

This section provides information and explanation on some key concepts associated with the study based on the perspective of several scholars in connection to the topic. The key concepts to be clarified are the concept of work environment (also include; physical workplace, psychosocial workplace and work life balance) and the concept of employee's productivity.

### **Workforce Environment**

Workforce environment means everything that is part of the employee's involvement with the work itself, such as relationships with colleagues and supervisors, organizational culture, space for selfdevelopment, and so on (Poh, 2013). Broadly speaking the working environment is divided into two types namely, physical and nonphysical work environment (Sedarmayanti, 2011). The physical work environment is all physical circumstances around the workplace affecting employees directly or indirectly. These physical factors include the temperature of the air in the workplace, the area of work space, noise, density and distress. While the non-physical work environment is more something that is not visible but can be felt. This non-physical factor relates to a good working relationship with a superior or relationship with fellow co-workers and subordinates (Sedarmayanti, 2011).

Work environment can also be associated with the physical condition of the building. Healthy work environments will be free from problems associated with sick building syndrome, which is often due to poor ventilation or off-gassing of chemicals used during construction. The accumulation of molds and mildew may also lead to sick building syndrome (Akintayo 2012,). Becker (2002) cited in Yusuf and Metiboba, (2012), defined workplace environment as a structure of three major sub-environments which include the technical environment, the human environment and the organizational environment. According to them technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements of the workplace. The human environment includes the peers, others with whom employees relate, team and work groups, interactional issues, the leadership and management. The human environment can be interpreted as the network of formal and informal interaction among colleagues; teams as well as boss-subordinate relationship that exist within the framework of organizations. Such interaction (especially the informal interaction), presumably, provides avenue for dissemination of information and knowledge as well as cross-fertilization of ideas among employees.

Prawirosentono (2002) explained that there are benefits of creating a good working environment such as minimizing the possibility of work accidents, optimizing the use of effective and efficient equipment and raw materials, creating comfortable and productive working conditions and directing the participation of all parties to create a healthy working climate.

### **Dimensions of Work Environment**

1. **Transparent & Open Communication:** In essence, a transparent and open form of communication addresses the employee's need to feel that what they have to say has value. It is what makes employees feel that they belong in the organization. Work then becomes meaningful because the employees know that what they contribute affects the organization that they are affiliated with. It is thus essential for staff to discuss the organization's philosophy, mission and values, from time to time during retreats, meetings, etc to ensure that everyone knows what they're working for other than their paychecks. Having open discussions get people involved and allow them to share their views and perspectives on how to achieve company goals. After which, the management side will give their own perspectives on how to fulfill the organization's mission ([www.hongkiat.com](http://www.hongkiat.com)).

Leaders must use open communication to increase trust between themselves and their employees. They need to help employees feel as if they are valued and trusted. Honest communication promotes a trustworthy relationship between the leader and his employees, which helps resolve issues quickly and competently. Leaders also need to show their appreciation for their employees. It is very important for leaders to listen to

their employees to give them a better understanding of their feelings as well as to gather their feedback or ideas that can be of benefit to the organization and can be considered (Yandi, 2022).

2. **Work-Life Balance:** There has to be some sort of balance between work and personal life. In general, having that sense of balance will improve job satisfaction among employees because they will feel that they're not overlooking the other areas of their lives that are, if not more, important to them than work. When employees fulfill their various needs and goals in life, such as those of family, friends, spiritual pursuits, self-growth, etc, they can then feel more confident about themselves and perform their best at work. Apart from that, employees that are exposed to more experiences in life outside of work can use what they've gained and apply that to their work. In other words, work-life balance can promote creativity and out-of-the-box thinking.

3. **Reward/Incentives**

According to Luthans (2000), Rewards may be financial and non-financial and that they can be utilized completely to boost performance of staff. According to McCormick and Tiffin (1979), rewards are classified in to two those are intrinsic reward (non-financial) and extrinsic reward (financial). Intrinsic rewards are inherent within the job itself together with what the workers enjoy as a result of finishing tasks successfully or attaining his goals. They are intangible benefits comprise of autonomy, feedback, achievement and recognition. Employees are experience satisfy when they have carried out something well worth in work and orally liked through the organization.

On the other hand extrinsic reward comes from external and it is tangible in order to appreciate the task performed by employee. Extrinsic rewards are external to the task of the job, including pay, work condition, fringe benefits, security, and promotion, contract of service, salary, incentives, bonuses, payments and job security the work environment and conditions of work (Akanbi, 2008). A reward package will influence worker performance; it can facilitate to extend employee performance by enhancing employee skills, information and talents so as to realize structure objectives (Ajila and Abiola, 2004).

4. **Training & Development-Focused:** In a time when change is more rampant than ever before, it is necessary for organizations to be keeping abreast with the changes and train their employees accordingly. For instance, technology is evolving so rapidly that what organizations commonly used ten years ago could be made obsolete today (e.g. Zip drives, dial-up modems, etc). Adapting to change is never more crucial in this era because those who don't, get replaced. This applies to both the individual and the organization itself. A training and development-focused organization has a clear roadmap for training their employees to sustain and enhance the productivity of the organization as a whole. Essentially speaking, there are two kinds of skills that can be developed: hard skills and soft skills ([www.hongkiat.com](http://www.hongkiat.com)).

5. **Recognition for Hard Work:** Rewards are necessary to encourage certain behaviors in persons. This is known as positive reinforcement under operant conditioning in the field of psychology. It is used in organizational behavior management as well: by rewarding employees who put in effort for their work, this will promote similar behaviors in the future. A reward here doesn't have to be monetary in nature; sometimes even a simple verbal recognition by the supervisor is all that is necessary to spur the employees' motivation. When hard work is appropriately rewarded and duly recognized by the management, employees will naturally feel valued by the organization for what they put in. Such mentality is healthy for the organization because employees will be willing to go the extra mile without worrying about not getting anything in return ([www.hongkiat.com](http://www.hongkiat.com)).

6. **Strong Team Spirit:** As social beings, we naturally seek support from our peers and seek to belong to a group. Come tough times, the team should come together to deal with whatever problems are out there. This is where a sense of unity is evoked in the team and employees will no longer just feel that they're working for themselves. They are now working towards something bigger than themselves, and as a team ([www.hongkiat.com](http://www.hongkiat.com)).

7. **Temperature:** Companies should maintain an appropriate temperature for employees. Although most people have their own preferences for hot and cold temperatures, an unpleasant setting may cause workers to perform poorly on the job. When work is performed outdoors, employers must take into account how long the employee will be exposed to direct sunlight, rain or snow. Adequate provisions must be in place to reduce the harmful effects of working in extreme conditions.

8. Lighting: Without proper lighting, people may strain to view objects, which can lead to eye fatigue. This is especially important for those who use a computer frequently to perform work-related tasks. When viewing contrasts between dark and light areas of a computer screen, people can experience headaches. Companies can improve a poor lighting situation by using light diffusers and drapes to cover windows.

9. Heavy Lifting: Repetitive heavy lifting increases the chances of injury. Proper lifting techniques must be practiced. Bursitis and spinal disc herniation are just a couple of the disorders that can result from poor lifting technique. Employers can use materials and equipment that make the process of lifting objects easier. Properly training employees about lifting safely can mitigate negative impacts from this physical work environment factor.

10. Noise: Increased levels of noise in the workplace can cause employees to endure stress and fatigue. To control noise in an area, carpeting is recommended. A hard surface act to reflect noise and boosts the volume of anything striking those surfaces in an office. Office machines can also contribute to high noise levels. Barriers that absorb sounds can help control this. The ideal sound range for office work varies between 55 to 65 decibels.

### **Employee productivity:**

Several important factors that enhance worker skills have an impact on employee productivity. For instance, stress the fact that employees with a lot of in-depth knowledge of the role will perform better as their abilities and competencies grow. Relatedly, training and development are essential to the growth and development of worker productivity because training influences productivity through the acquisition of specialized knowledge and skills as well as enhanced task performance abilities. Muhammad A. S, at el (2023) opined that the achievement of worker productivity is influenced by several distinct factors. The physical working environment, tools, meaningful work, productivity goals and feedback, rewards for good or risky systems, standard operating procedures, knowledge, skills, and attitude are some examples of these factors. Employee productivity, according to Wangechi, N. M., & Ndeto, M. (2019), depends on internal motivation. On the other hand, internal factors like the skills, knowledge, and resources needed to complete the activity unquestionably play a role. In order to ensure that employee productivity meets the necessary standards, businesses must offer adequate working circumstances.

Working Condition: According to the business dictionary, "working conditions" refers to the working environment and every situation impacting employees at the workplace, including job hours, physical features, legal rights and obligations, organizational culture, workload, and training. Muhammad & Muhammad (2016) defined working circumstances as "conditions formed by the interaction of a worker with their structural environment and including both psychological and physical working conditions." Consistent with Yesufu (1984), as cited in Muhammad & Muhammad (2016), the physical condition under which workers work is vital to output. Offices and factories that are too hot and ill-ventilated are debilitating to effort. There ought to be adequate provisions to protect consumer goods, drinking water, rest rooms, toilets, aid facilities, and so on. Every manager and employee ought to be safety-conscious at all time, and therefore the factory's minimum desires ought to be respected.

### **Review of Related Empirical Studies**

Zayum, Aule and Teslim (2018) carried out a study on "training and employee productivity in the Benue State Ministry of Agriculture, Nigeria". The study examined the effect of training on employee productivity in the Benue State Ministry of Agriculture. The study was guided by two objectives. Two research questions were answered by the study while two null hypotheses were formulated and tested. The study adopts survey research design. The population of the study consists of all 58 employees of the organization. The entire population constituted the sample for the study, hence there was no sampling. The instrument of data collection was a structured questionnaire. The instrument was subjected to face and content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire items which yielded a reliability coefficient of 0.80. Data collected were analyzed using both descriptive and inferential statistics. Descriptive statistics of mean (real limits of numbers) and standard deviation was used to answer the research questions while chi-square statistics was used to test the null hypotheses at 0.05 level of

significance. The study revealed that off- the- job training to a high extent, affect employee productivity; on- the- job training to a very high extent, affect employee productivity in the organization. It was recommended that, management should stimulate training that workers require to improve their performance and capabilities, which consequently increase organizational productivity as well. The training should be designed on the basis of organizational specific needs and objectives. Management of the organization should encourage on- the- job training in order to impact knowledge and skills that enhance employee productivity and the organization in general.

The study is relevant to the present study because it examined the effect of training on employee productivity in the Benue State Ministry of Agriculture, Nigeria. However, it differs institution and location with the present study.

Nkemakolam (2020) carried out a study on effects of training on employee performance: A case study on Airtel Networks limited, Abuja. The study aims at deducing the effect of training on employee performance in Airtel Networks Limited, Nigeria. Three research questions were used to guide the study. Robust training of employees will enable organizations to maintain the right set of workers with the necessary skills, knowledge, and attitude. It will also ensure that plans are put in place to meet the challenges of skills deficiency, for industries in the future. This research study reviews the effects of training on employee performance in a telecommunication

company - Airtel Networks Limited, Abuja. The survey research methodology using a questionnaire was employed in this study to enable the researcher to successfully gain insight on the subject. Data was retrieved from 145 employees who responded to the questionnaires. The findings of this study show that for organizations to see improvements in employee performance, there is the need to develop training programs and ensure employees who are of course the most vital assets of an organization are consistently trained. This study concludes that the selection procedure, training design, and training delivery style affects the outcomes of training programs and ultimately the performance of the employees.

The study is relevant to the present study dwell on the effect of training on employee performance in Airtel Networks Limited, Nigeria. More so, institution and location with the present study differ.

Adelere (2017) carried out a study on "effect of staff training and development on organizational performance: evidence from Nigerian bottling company in Osogbo, Osun State Nigeria". The study examined the effect of staff training and development on organizational performance with reference to Nigeria Bottling Company. The research adopted survey research design in gathering data with the use of the questionnaire. Therefore, population of this study is the entire staff of Nigerian Bottling Company Plc. The. A sample size of 120 was taken from the population, in which 116 (96.7%) questionnaires were retrieved for the study, using regression analyses, three hypotheses were tested. The research findings from research hypothesis one shows that staff training and development has a significant positive and strong relationship with Organizational Productivity, ( $r = .843$ ;  $P < 0.05$  is greater than tabulated  $t$  statistics (1.330) at 0.05 level of significance. Therefore, alternative hypothesis ( $H_1$ ) is accepted, while  $H_0$  is rejected. This shows that prompt payment of staff salary has significant impact on staff performance. Also with the value of  $R$  in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ( $r = .779$ , sig. 0.000  $p < 0.05$ ). The beta coefficient of  $SS$  in the estimated regression line shows, .779 which implies that 77.9% significant relationship exist between  $SS$  and  $SP$ . Hypothesis three shows the value of  $R$  is 0.960 which is the correlation between observed and predicted values of the dependent variables, the coefficient of determination ( $R^2$ ) value of 0.922 shows that the explanatory variables accounted for 92.2% of staff job salary, while the remaining 7.8% performance is explained by other exogenous variables that are excluded in the model, the calculated  $t$ -statistics for the parameter estimate of  $SJS$  ( $t$  15.730),  $p < 0.05$  is greater than tabulated  $t$  statistics (1.330) at 0.05 level of significance. Therefore, alternative hypothesis ( $H_1$ ) is accepted, while  $H_0$  is rejected. This shows that staff job security has no significant impact on organizational performance. Also with the value of  $R$  in the model it shows that there is significant relationship between dependent variable and independent variables at 0.05 level of significant ( $r .960$ , sig. 0.000  $p < 0.05$ ). It was concluded that majority of the organization do not pay their staff salary as at when due; and some of the organizations do not take cognizant of the impact of the existence of job security to the performance of staff. It was recommended that there

should be welfare package well design for the welfare of the staff in order to encourage them to contribute maximally towards the organizational growth and development; and staff salary should be paid as at when due so as to encourage hardworking.

The study is different due to the fact that time, place and institution of case study are different and results of the current study are likely to be different. It is based on this premise that, this current study seeks to cover the gaps left by the previous study.

### Methodology

The design employed for this study was descriptive survey design. This method was considered appropriate because different opinions were collected from respondents who were employees of the organization studied. The elements in this research were not under the control of the researcher. Also, the adoption of a survey research design allowed the researcher to use the questionnaire for data collection in order to achieve objectives of the study.

The targeted population for this study comprised of six hundred and fifty (650) academic employees of 650 Benue State University Makurdi. The study focused on academic staff of the institution because they are in a better position to provide appropriate answers to the topic under investigation.

A simple random sampling method was adopted for this study. The method was chosen because it ensures that every unit in the population has an equal chance of being selected for the sample. This method is particularly effective for this study because the population from which the samples were drawn is homogenous. Additionally, the technique was chosen because it can obtain a representative sample that accurately reflects the target population and can estimate the error of estimation and determine the appropriate sample size for a given level of error.

The study used questionnaire as the main source of data collection. The questionnaire was carefully designed by the researcher to elicit information from the respondents as regards the study variables. The questionnaire was divided into two sections. The first part focused on demographic characteristics of the respondents while the second part presented questions on the study variables. Questions were set on a four-point Likert scales ranging from strongly agree, agree, disagree to strongly disagree. The questionnaire covered issues relating to work environment and employee productivity.

**Table 1: Reliability Test Results**

| Variable                   | Cronbach's Alpha |
|----------------------------|------------------|
| Work life Balance          | 0.786            |
| Team Spirit                | 0.732            |
| Management Support         | 0.787            |
| Training Opportunity       | 0.843            |
| Employee Productivity      | 0.879            |
| <b>Average Reliability</b> | <b>0.805</b>     |

**Source:** SPSS Output, 2024.

Data for this study were collected through questionnaire administration. A properly constructed questionnaire was designed and administered to the sampled respondents who are staff of Benue State University. Questionnaire administration was done by the researcher with the aid of one research assistants to ease the process.

Data were collected in quantitative form and analysis carried out based on each specific objective. Quantitative data was mainly obtained from the questionnaire through the closed ended questions. The responses from the questionnaire were coded before analysis. Data analysis was done using; Frequency



tables and regression analysis was used for test of hypotheses at 5 % (0.05) significance level. For ease of analysis, the Statistical Package for Social Sciences (SPSS) version 23 was used.

In testing the hypothesis the decision rule is to accept the null hypothesis (Ho), if the P-value (sig) is greater than 0.05 ( $P > \alpha$  or 0.05) and reject the alternative hypothesis (Ha). However, if the P – value (sig) is less than 0.05 (i.e.  $P < \alpha$  or 0.05), the null hypothesis (Ho) will be rejected and the alternative hypothesis (Ha) will be accepted.

## RESULTS AND DISCUSSION

### Data Presentation and Analysis

**Table 2: Effect of Work life Balance on productivity of academic employees in BSU**

| Variables  | Frequency  | Percentage (%) |
|--|------------|----------------|
| My organization provide leave opportunity for employees  |            |                |
| Strongly Disagree  | 7          | 2.9            |
| Disagree   | 5          | 2.1            |
| Uncertain  | 33         | 13.6           |
| Agree  | 58         | 24.0           |
| Strongly Agree   | 139        | 57.4           |
| <b>Total</b>   | <b>242</b> | <b>100.0</b>   |
| Work activities in my organization is design in a way that it enable me to balance work and family |            |                |
| Strongly Disagree  | 2          | .8             |
| Disagree   | 2          | .8             |
| Uncertain  | 26         | 10.7           |
| Agree  | 75         | 31.0           |
| Strongly Agree   | 137        | 56.6           |
| <b>Total</b>   | <b>242</b> | <b>100.0</b>   |
| Managers or leaders in my organization accommodate employees' family related needs.                |            |                |
| Strongly Disagree  | 2          | .8             |
| Uncertain  | 29         | 12.0           |
| Agree  | 87         | 36.0           |
| Strongly Agree   | 124        | 51.2           |
| <b>Total</b>   | <b>242</b> | <b>100.0</b>   |
| My organization gives employees time for leisurely meals or short relaxation activities            |            |                |
| Strongly Disagree  | 7          | 2.9            |
| Disagree   | 11         | 4.5            |
| Uncertain  | 22         | 9.1            |
| Agree  | 88         | 36.4           |
| Strongly Agree   | 114        | 47.1           |
| <b>Total</b>   | <b>242</b> | <b>100.0</b>   |

**Source:** Authors computation, 2024

In table 2, 139 (57.4%) of the respondents strongly agreed that their organization provide leave opportunity for employees, 58 (24.0%) agreed, 33 (13.6%) was not certain, 5 (2.1%) disagreed and 7 (2.9%) strongly disagreed. Similarly, 137 (56.6%) of the total respondents strongly agreed that Work activities in BSU are design in a way that it enable employees to balance work and family, 75(31.0%) agreed, 26 (10.7%) were not sure, 2 (0.8%) disagreed and 2 (0.8%) strongly disagreed. To ascertain whether Managers or leaders in my organization accommodate employees family related needs, 124 (51.2%) of the total respondents strongly agreed, 87(36.0%) agreed 29(12.0%) were not certain why 2 (0.8%) strongly disagreed to the assertion. Lastly, 114 (47.1%) of the respondents strongly agreed to the assertion that the organization do give employees time for leisure meals and short relaxation activities, 88 (36.4%) agreed, 22 (9.1%) were not certain, 11 (4.5%) disagreed why 7 representing (2.9%) strongly disagreed.

**Table 3: Effect of Management Support on productivity of academic employees in BSU**

| Variable   | frequency  | %            |
|--|------------|--------------|
| Leadership style in the organization has motivated me to be committed to work.                             |            |              |
| Strongly Disagree  | 7          | 2.9          |
| Disagree   | 13         | 5.4          |
| Uncertain  | 30         | 12.4         |
| Agree  | 83         | 34.3         |
| Strongly Agree   | 109        | 45.0         |
| <b>Total</b>   | <b>242</b> | <b>100.0</b> |
| I enjoy good working relationship with my superiors  |            |              |
| Strongly Disagree  | 4          | 1.7          |
| Disagree   | 12         | 5.0          |
| Uncertain  | 20         | 8.3          |
| Agree  | 89         | 36.8         |
| Strongly Agree   | 117        | 48.3         |
| <b>Total</b>   | <b>242</b> | <b>100.0</b> |
| Management in my organization provides direction for standard, expectations and task support to employees. |            |              |
| Strongly Disagree  | 10         | 4.1          |
| Disagree   | 3          | 1.2          |
| Uncertain  | 20         | 8.3          |
| Agree  | 96         | 39.7         |
| Strongly Agree   | 113        | 46.7         |
| <b>Total</b>   | <b>242</b> | <b>100.0</b> |
| Performance appraisal is conducted in the organization and employees                                       |            |              |
| Promotions are given without bias  |            |              |
| Strongly Disagree  | 4          | 1.7          |
| Disagree   | 12         | 5.0          |
| Uncertain  | 26         | 10.7         |
| Agree  | 84         | 34.7         |
| Strongly Agree   | 116        | 47.9         |
| <b>Total</b>   | <b>242</b> | <b>100.0</b> |

Source: Authors computation, 2024

As shown in table 3 above, 7 (2.9%) out of the total respondents strongly disagreed with the assertion that Leadership style in the organization has motivated them to be committed to work, 13 (5.4) of them disagreed, 30 (12.4) were not certain, 83 (34.3%) of them agree and 109 (45.0%) strongly agreed. Also, on whether they enjoy well working relationship with their superiors, 4 (1.7%) out of the total respondents strongly disagreed, 12 (5.0%) disagree, 20 (8.3%) were uncertain, 89 (36.8%) agreed why 117 (48.3%) strongly agreed. Similarly, 10 (4.1%) out of the total respondents strongly disagree with the opinion that Management in the organization provides direction for standard, expectations and task support to employees, 3 (1.2%) disagree, 20 (8.3%) were not sure, 96 (39.7%) agreed and 113 (46.7%) strongly agreed. Finally, 4 (1.7%) out of the total respondent strongly disagreed that performance appraisal is been conducted in the organization and employees promotions are given without bias, 12 (5.0%) also disagree, 26 (10.7%) were not sure, 84 (34.7%) agreed why 116 (47.9%) of the respondents strongly agreed that performance appraisal is been conducted in the organization and employees promotions are given without bias.

**Table 4: effect of team Spirit on productivity of academic employees in BSU**

| Variable  | Frequency | %   |
|---|-----------|-----|
| My organization design tasks that require team collaboration and collective Problem-solving which in turn enhanced employee's productivity. |           |     |
| Strongly Disagree   | 11        | 4.5 |
| Disagree  | 19        | 7.9 |

|   |     |            |              |
|---|-----|------------|--------------|
| Uncertain   |     | 31         | 12.8         |
| Agree   |     | 71         | 29.3         |
| Strongly Agree  | 110 |            | 45.5         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |
| Information in my organization are share openly and honestly to build trust within the team                                     |     |            |              |
| Strongly Disagree   |     | 10         | 4.1          |
| Disagree  |     | 21         | 8.7          |
| Uncertain   |     | 41         | 16.9         |
| Agree   |     | 85         | 35.1         |
| Strongly Agree  | 85  |            | 35.1         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |
| In my organization, employees support each other to meet deadlines and deliver quality work Strongly                            |     |            |              |
| Disagree  | 5   |            | 2.1          |
| Disagree  |     | 18         | 7.4          |
| Uncertain   |     | 34         | 14.0         |
| Agree   |     | 92         | 38.0         |
| Strongly Agree  | 93  |            | 38.4         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |
| Employees in my organization are allow to develop new skills and strengthen their relationships through collaborative learning. |     |            |              |
| Strongly Disagree   |     | 10         | 4.1          |
| Disagree  |     | 18         | 7.4          |
| Uncertain   |     | 43         | 17.8         |
| Agree   |     | 89         | 36.8         |
| Strongly Agree  | 82  |            | 33.9         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |

Source: Authors computation, 2024

Table 4 above shows that 11 (4.5%) out of the total respondents strongly disagreed with the assertion that their organization design tasks that require team collaboration and collective problem-solving that enhanced employee's productivity, 19 (7.9%) disagreed, 31 (12.8%) were uncertain, 71 (29.3%) and 110 (45.5%) of the respondents agreed and strongly agreed respectively. On the assertion that Information in the organization are share openly and honestly to build trust within employees or teams, 10 (4.1%) out of the respondents disagreed 21 (8.7%) disagreed, 41 (16.9%) not sure, 85 (35.1%) agreed with the assertion, and another 85 (35.1%) of the respondents strongly agreed. In the same vein, 93 (38.4%) of the respondents strongly disagreed with the assertion that employees in the organization support each other to meet deadlines and deliver quality work, 92 (38.0%) agreed, 34 (14.0%) were not certain, 18 (7.4%) and 5 (2.1%) disagreed and strongly disagreed respectively. Also, 10 (4.1%) and 18 (7.4%) of the respondents strongly disagreed and disagreed with the assertion that Employees in the organization are allow to develop new skills and strengthen their relationships through collaborative learning, 43 (17.8) were uncertain why 89(36.8%) and 82 (33.9%) agreed and strongly agreed to the assertion.

**Table 5: Effect of training opportunity on productivity of academic employees in BSU**

| Variables   | Frequency | %   |
|---|-----------|-----|
| Employees in my organization are allowed to take career break (study leave) for a given period of time. |           |     |
| Strongly Disagree   | 2         | 0.8 |
| Disagree  | 5         | 2.1 |

|   |     |            |              |
|---|-----|------------|--------------|
| Uncertain   |     | 9          | 3.7          |
| Agree   |     | 94         | 38.8         |
| Strongly Agree  | 132 |            | 54.5         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |
| Training and development opportunities are given without favoritism   |     |            |              |
| Strongly Disagree   |     | 10         | 4.1          |
| Disagree  |     | 21         | 8.7          |
| Uncertain   |     | 44         | 18.2         |
| Agree   |     | 80         | 33.1         |
| Strongly Agree  | 87  |            | 36.0         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |
| My organization do organized seminars for employees and also sponsor Employees to attend Workshops and conferences. |     |            |              |
| Strongly Disagree   |     | 5          | 2.1          |
| Disagree  |     | 18         | 7.4          |
| Uncertain   |     | 34         | 14.0         |
| Agree   |     | 92         | 38.0         |
| Strongly Agree  | 93  |            | 38.4         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |
| My organization usually organized induction training for new employees  |     |            |              |
| Strongly Disagree   |     | 10         | 4.1          |
| Disagree  |     | 18         | 7.4          |
| Uncertain   |     | 46         | 19.0         |
| Agree   |     | 86         | 35.5         |
| Strongly Agree  | 82  |            | 33.9         |
| <b>Total</b>  |     | <b>242</b> | <b>100.0</b> |

**Source:** Authors computation, 2024

Table 5 above depicts that 2 and 5 of the total respondents strongly disagreed and disagreed respectively with the assertion that employees in the organization are allowed to take career break (study leave) for a given period. However, 9 of the respondents were uncertain why 94 and 132 (45.5%) of the total respondents agreed and strongly agreed with the assertion respectively. On the assertion that Training and development opportunities are given without favoritism, 10 (4.1%) and 21 (8.7%) respondent strongly agreed and agreed respectively with the assertion, 44 (18.2%) were uncertain why 80 (33.1%) and 87 (36.0%) of the respondents agreed and strongly agreed respectively. In the same manner, 93 (38.4%) and 92 (38.0%) affirm (agreed and strongly agreed) that the organization do organized seminars for employees and also sponsor employees to attend Workshops and conferences, 34 (14.0) were not certain, 18 (7.4) of the respondents disagree why 5 (2.1%) strongly disagreed with that notion. Lastly, 18 (7.4%) out of the total respondents disagreed with the assertion that the organization usually organized induction training for new employees, 10 (4.1%) strongly disagreed, 46 (19.0%) were uncertain why 86 (35.2%) agreed and 82 (33.9%) strongly agreed with the notion.

### Regression Analyses Result

In this section, the correlation between work environment and productivity of academic employees in Benue State University was established and tested through regression analysis and the model summary, ANOVA and the regression coefficient are shown as follows.

**Table 6: Model Summary**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .827a | .683     | .678              | 2.10024                    |

a Predictors: (Constant), Training Opportunity, Management/supervisor support, Team spirit, Work-Life Balance

Based on the result of the model summary, the correlation coefficient (R) shows a value of 82.7% implying that there is a correlation between work environment and productivity of Academic employees in Benue State University, Makurdi. The coefficient of determination ( $R^2$ ) depicts a value of 0.68% meaning that 68% of variation in dependent variable is explained by other variables that are not included in the model. This implies that the explanatory variables are the model perfect predictors of the dependent variable.

### Analysis of Variance

**Table 7: Analysis of Variance (ANOVA)**

| Model      | Sum of Squares | df  | Mean Square F    | Sig.    |
|------------|----------------|-----|------------------|---------|
| 1          |                |     |                  |         |
| Regression | 2255.624       | 4   | 563.906<br>.000b | 127.841 |
| Residual   | 1045.405       | 237 | 4.411            |         |
| Total      | 3301.029       | 241 |                  |         |

a Dependent Variable: productivity

b Predictors: (Constant), Training opportunity, Management/Supervisor support, Team spirit, Work-Life Balance

The result in table 8 shows information on the analysis of variance (ANOVA) to test the significant level of the model. The significant value of ANOVA in table 8 is 0.000 which is below 5% significance level, this connote that the model is statistically significant in predicting how work environment affect productivity of academic employee in Benue state University (BSU) . The F critical value at 5% was 127.841 implying that work environment affect productivity of academic employee in Benue State University (BSU) Makurdi.

**Regression Coefficient**

**Table 8: Regression Coefficient**

| Model                | Unstandardized Coefficients |            | Standardized Coefficients |        | tSig. |
|----------------------|-----------------------------|------------|---------------------------|--------|-------|
|                      | B                           | Std. Error | Beta                      |        |       |
| (Constant)           | 11.324                      | 1.920      | 5.439                     |        | .000  |
| Work life Balance    | .115                        | .013       | .084                      | 2.4568 | .000  |
| Team Spirit          | .028                        | .065       | .053                      | .439   | .025  |
| Management Support   | .420                        | .043       | .425                      | 3.525  | .000  |
| Training opportunity | .343                        | .032       | .549                      | 2.239  | .021  |

a Dependent Variable: employee Productivity

**Source:** Researchers Computation 2024

Table 8 above indicates that when work environment proxies are not factors to be considered, employee productivity is significantly estimated at 11.041. This therefore implies that when all variables are held constant, there will be a significant improvement in employee productivity to the turn of 11.041 unit occasion by factors that are not captured in this study.

however, the independent variables such as work life balance, Team spirit, management /supervisor support and Training opportunity reflect a beta coefficient of 0.084, 0.053, 0.425 and 0.549 With their respective probability values of 0.000, 0.000, 0.025, 0.00 and 0.021 respectively implying that a unit change in work life balance, Team spirit, management /supervisor support and Training opportunity will result to a corresponding improvement in employee productivity to the tune of 0.084, 0.053, 0.425 and 0.549 respectively.

**Test of Hypothesis**

Hypothesis formulated in this study were tested as follows:

Hypothesis one (H<sub>01</sub>)

The strength of the relationship between work life balances on productivity of academic employees' in BSU was determined by the p-value 0.000 at 0.05% level of significant. Since the computed value was less than the 5% level of significance, the null hypotheses was rejected, this shows that work life balance has a significant influence on employee productivity in State University (BSU).

**Hypotheses Two (H<sub>02</sub>)**

Given the standardized beta coefficient of 0.053 and t-value of 0.439 with a significant value (P-value) of 0.025, the null hypothesis was rejected. Hence, the study concludes that management/ supervisor's support has significantly influence on employee's productivity in Benue State University.

**Hypothesis three (H<sub>03</sub>)**

To test this hypotheses, the strength of the relationship between team spirit was measured using the computed p-value =0.000 at 5% significant level. Since the calculated p value was less than the 5% significant level, the null hypothesis was rejected. This means that team spirit has significant influence on employee's productivity in Benue State University Makurdi.

**Hypothesis three (H<sub>04</sub>)**

To test this hypotheses, the strength of the relationship between Training opportunity was measured using the computed p-value 0.021 at 5% significant level. Since the calculated p value was less than the 5% significant level, the null hypothesis was rejected showing that training opportunity has significant influence on employee's productivity in Benue State University Makurdi

**Discussion of findings.**

**Objective 1:**

Objective one investigates the effect of work life balance on employees' productivity in Benue State University makurdi. The result revealed a significant influence of work life balance on employees' productivity in Benue State University makurdi. The direction of the influence was positive implying that increase in work life balance will result to increase in employees' productivity by 11.5units.

**Objective 2**

Objective two determine the effect of management/supervisor's support on employees' productivity in Benue State University, Makurdi. The result showed a significant influence of management/supervisor's support on employees' productivity in Benue State University, Makurdi. The direction of the influence was positive implying that increase in management/supervisor's support will result to increase in employees' productivity by 28 units

**Objective 3.**

Objective three ascertained the effect of Team spirit on employees' productivity in Benue Benue State University, Makurdi. The result showed a significant influence of Team spirit on employees' productivity in Benue State University, Makurdi. The direction of the influence was positive indicating that increase Team spirit will result to a corresponding increase in employees' productivity by 42 units.

**Objective 4:**

Objective four was set to determine the effect of training opportunities on employees' productivity in Benue State University; Makurdi. The result revealed that training opportunity has a significant influence on employees' productivity in BSU. Since the p-value was less than 5% level of significance. This connote an increase training opportunity will result to a corresponding increase in productivity by 3.43 units.

**Conclusion**

The study shows that there is a considerable correlation between the workplace and employees' productivity. It shows that conducive working conditions encourage a positive and productive workplace. Besides that, an employee's level of productivity is greatly influenced by the environment in any particular firm. A positive work environment improves productivity and gives employees more motivation to carry out their daily responsibilities. Based on the findings, the study concludes that work environment has significant influence on employee productivity in Benue State University Makurdi.

**Recommendation**

The study recommends that both public and private organizations should map up programmes encourage employees by creating favorable work environment to enhance productivity and performance in work places. Also, the management should ensure that there is adequate and proper improvement of working environment of employee's so as to enhance their morale to work efficiently and effectively.

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