



WORK ENVIRONMENT AND JOB PERFORMANCE IN PUBLIC SCHOOLS SYSTEM: A CASE STUDY OF DEKINA EDUCATION AUTHORITY OF KOGI STATE

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ABSTRACT

The environmental approach to job performance of teachers focuses attention on the dynamic relationship between teachers performance and work environment in public school system. Succinctly, this research work was necessitated by the under-performance of teachers in public schools in Dekina Education Authority. The researcher asked three broad questions. Are the buildings of public schools adequate and up to standard? Does furniture and fittings impacts on teachers productivity? Does the provision of health care facilities affect teacher's productivity? The data used in this study have been collected from both primary and secondary sources. The primary method have been research instrument (questionnaire) and oral interview. March, Haire and Simon Modern organization theory provides the framework for this study. There is a significant relationship that exists between work environment and job performance. The findings revealed that, Inadequate buildings in public schools affects productivity among teachers of Dekina Education Authority. Findings also have revealed that, lack of access to healthcare facilities affects teacher's productivity in Dekina education Authority; the findings showed that, lack of or inadequate furniture and fittings leads to low productivity among teachers of Dekina education Authority. The favourable and improved work environment where buildings are adequate and up to standard, and easy access to health care facilities as well as availability and functional furniture and fittings in public schools, motivates teachers for maximum productivity. But in the case of non-availability and inadequacy, teachers will continue to perform abysmally . In view of these findings the study has recommended that, Kogi state government should as a matter of urgent importance build new modern structures in schools where there are lacking and renovates the dilapidated structures for conducive teaching and learning, as that will serve as motivation for effective job performance, the state government should also strife to graft in Teachers into national health Insurance Scheme which their counterparts in the Federal civil Service are benefiting form. Job performance can be maximized by enriching the work environment.

Key Words: Education, Work Environment, Job Performance, Job Satisfaction, Public School System, Modern Organization Theory.

1.0

INTRODUCTION

Many theories and studies have been postulated by eminent scholars and erudite on the relationship that exists between work environment and job performance. Humans are influenced by certain activities around their habitat or working environment. A work



environment can be identified as the place that one works, It is the physical, social and professional environment in which a person is supposed to interact with a number of people. Hay Group (2007) contends that work environment includes a friendly, well-designed, 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. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitude, behaviours, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon&Tyler, 1998; Veitch& Gifford, 1996) Closed office floor plan, whether each employee has a separate office of their own or there are a few people in each closed office layout. They have the chance to work in peace and quiet , keeping them focused on the task in hand without getting overtly distracted by what their colleagues are doing. It offers employees a thinking fame or be creative without much interruption (Mwbex, 2010). In the open office plan, noise existence is stressful and possesses high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000). With the technological development, innovative communication methods, virtual reality ; work place continues to change rapidly (Challenger, 2000). To accommodate these rapid changes while maintaining or improving outcomes, organizations have increasingly turned to some version of environment such as open office space (Terricone and Luca, 2002). This type of work environment supports new styles of working and flexible workplaces which offers interpersonal access and ease of communication compared to fully enclosed private offices. This change to open plan office has increased employees productivity compared to closed office spaces (Becker, 2002). Furthermore, it is easier to communicate with someone whom you can see more easily than someone adjacent/distant or separated by objects from you (J'Istvan in Business (2010). The open office creates egalitarian system with equal working conditions that reduces the distance between employees and improves communication flow (Brennan, Chugh& Kline, 2002, Hedge, 1986, 2000). It is unequivocal that, the ability of any structured enterprise and indeed any group to achieve its goals depends to a large extent on the motivation of its employees. Indeed, no manager or administrator can succeed in deriving optimal productivity for his or her enterprise without knowing what motivates people (Ezeani 2006:136). Managers of organizations should therefore strive to create conducive environment



for workers to attain job satisfaction. The above perspective is at times referred to as the environmental approach to the study of organizations. The environmental approach was an attempt to relate public administration to the environment. In other words, it focuses attention on the dynamic relationship between a public administration system and its total environment, physical, cultural, historical, economic and political (Adamolekun, 1983:22). The environmental approach to job performance focuses attention on the dynamic relationship between work environment and job performance in public school system. The extent to which environment is favourable, singularly or collectively determines efficient job performance and high productivity. Worthy to study are the issues of how work environment affects job performance in public school system in Dekina Education Zone or what is known in official quarters as Dekina Area Office. According to Ezeani (2006:140) if management wants maximum productivity it must provide an opportunity for workers to satisfy a wide variety of needs, by creating and sustaining a conducive work environment that will motivate people to achieve organizational goals. The absence of this informs job dissatisfaction or low productivity which is detrimental to societal growth and development. From the foregoing, it is indispensable and necessary to study how work environment affects job performance in public school system in Dekina Education Zone or Dekina Area Office.

2.0

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Work Environment and Job Performance.

Hughes (2007) in a survey reported that nine out of ten workers believed that quality of work environment affects the attitude of employees and increase their productivity. Chandraseker (2011) also confirm that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise e.t.c . affects workers productivity and health. Hameed and Amjad (2009) in a survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increase their performance substantially. Based on these findings and literature review, it was observed that most researches on workplace environment and productivity have been concentrated on profit oriented organizations and not much focus have been placed on government organizations, it



was against this background that this study sought to analyze the influence of workplace environment on job performance in public schools system of Dekina Education Authority.

The environment is man's immediate surrounding which he manipulated for his existence. Wrongful manipulation introduces hazards that make the environment unsafe and impede the productivity rate of the worker. Therefore, the workplace entails an environment in which the worker performs his work (Chapins, 1995) while an effective workplace is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002). Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping and employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the needs its employees more than the employees need the business (Smith, 2011).

Working condition are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions'' (Gerber et al., 1998, p.44.) According to business dictionary, the term working conditions refers to working environment and all existing circumstance affecting labor in the work place, including job hours, physical aspects, legal rights and responsibility, organizational climate and workload. Rolloos (1997) defined the productivity as that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (individual, industry or country) converts input resources (labor, materials, machines etc) into goods and services. This study adapts the definition of working conditions which refers to the working environment and aspect of an employee's terms and conditions of employment. In addition, productivity refers to effort that individuals can produce with the least effort by putting labor, materials and machines. The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress related illness, and their productivity and commitment tend to be low. On the other hand, organizations that have a friendly, trusting, and safe environment, experience



greater productivity, communication, creativity, and financial health (Kreisler, et al, 1997) productivity is related to working conditions which in turn related to absenteeism, retention, the adoption of new methods and technologies. All of these are related to how people are trained, encouraged are generally treated within the system (Hamilton, 2007).

1.2 Features of work environment and employees productivity

A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users are highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Becker, 1981; Humphries 2005; veitch, Charles, newsham, marquardt &Geerts, 2004; karasek& Theorell, 1990). Lighting and other factors like ergonomic furniture has been found to have positive influence on employees health (Dilani, 2004; Milton, Glencross&walters, 2000; veitch&Newsham, 2000) and consequently on productivity. This is so because light has a profound impact on workers physical, physiological and psychological health, and on their overall performance at the workplace. Ambient features in office environments, such as lighting, temperature, existence of windows, free air movement etc, suggest that these elements of the physical environment influence employee's attitudes, behaviors, satisfaction, performance and productivity (Larsen, Adams, Deal, Kweon& Tyler, 1998; performance and productivity (Larsen, Adams, Deal, kweon& Tyler, 1998; veitch& Gifford, 1996)

2.1.2 The Concept of Education

Being instrumental in bringing about the economic development of a country, education and is one of the basic services offered by government and stakeholders to society (Jain & Prasad, 2018: 9). Education is "the aggregate of all the processes by which a person develops abilities, attitudes and other forms of behaviour of practical values in the society in which she/he lives; the social process by which people are subjected to the influence of selected and controlled environment (especially that of the school), so that they may obtain social competence and optimum individual development" (National Council of Educational Research and Training (NCERT) 2014: 4).



2.1.3 Work Environment

Ecology is a term used to describe the relationship between any environment and its members. The term has its origin in biology, and was “first used to refer to the interactions between living, non-human species and their environments” (Riggs, 1980:107). Sociologists were later to talk about “Social ecology in their work on human habitations, especially in cities; and demographers also speak of “human ecology’ when examining interactions between people, as populations and environment. “Every society and the institutions therein, are influenced by the environment-social, political, economic, and cultural. Teachers do not operate in a vacuum (Mac Rae and Pitt, 1980:16). The environment can be termed as a man’s closest surrounding which he can manipulate for his survival or existence. If this surrounding is wrongly manipulated, it may lead to unsafe situations rising and making it difficult for man’s survival. Hazards as a result of the poorly managed surrounding can hinder employees productivity rate and lead to a low morale. This makes the workplace environment a very crucial determinant of the employee performance, morale, and productivity (Edem, Akpan& Pepple, 2017: 2).The work environment which encompasses several factors impacts on the way the employees perform their work. A comfortable and all inclusive workplace environment will boost the employees’ performance hence boosting the organizational performance (Nanzushi, 2015: xi).

They operate in the social and cultural environment “The cultural norms and values of society limit the activities of public official and methods which they can adopt to pursue their goals” (Mac Rae and Pitt, 1980:16).Factors of workplace environment play an important role towards the employees’ performance. The factors of workplace environment give an immense impact to the employees’ either towards the negative outcomes or the positive outcomes (Chandrasekar, 2011).The need for administration or managers of organizations to comprehend and the nature of and take account of changing environment was emphasized by Croft (1996:9). The environment is constantly changing and exerting influences of various types on the organization. Some are beneficial, some detrimental (Ezeani, 2006:53).Over the last decades, the factors of work environment of the office workers had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Hasun&Makhbul, 2005). It is part of the skill of senior management in the organization to be able to take advantage of the beneficial factors and counteract the harmful ones. This involves managing the change that is happening. The massive



environmental changes which affect all governments and their institutions today, emanate from the great geopolitical changes, which became obvious since the twentieth century, and which has resulted in a situation where no country is unaffected by the political, and economic actions of other countries; the important change in the role of government; the increasingly rapid change in technology; the change in social values etcetera (Ezeani, 2006:53).

According to Ezeani (2006:53) the environment in which administrative systems including the teaching profession operate can be conveniently grouped under six major headings: legal, ethical, economic, political, socio-cultural, and technological. It is appropriate to state briefly how each of these components of the environment effects administrative system.

Empirical Review

Many scholars have written extensively on the relationship between work environment and job performance. One of these scholars,

Raziq and Maulabakhsh (2015: 717) in their work “Impact of work environment on job satisfaction” observed that, in the modern era, organizations are facing several challenges due to the dynamic nature of the environment. According to them, one of the many challenges for a business is to satisfy its employee in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. The author further stated that, in order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working condition. Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential (Raziq and Maulabakhsh, 2014: 718). Employee morale can be impacted in both positive and negative ways by the workplace environment. Workplace environment plays a major role in the performance and productivity of an employee (Edem, Akpanand Pepple, 2017: 1).

The work environment is generally determined by six dimensions: responsibility, coordination, team spirit, reward, standards and organizational clarity (Timpe, 1999: 6). When these six dimensions are performed properly, they will lead to job satisfaction for employees. Job satisfaction will result in high job motivation, giving rise to a commitment to achieve maximum performance (Musriha, 2011: 305).



Spector (1997 cited in Raziq and Maulabakhsh, 2014: 718) observed that most businesses ignore the working environment within their organization resulting In an adverse effect on the performance of their employees. According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees & management may affect job satisfaction (Lane, Esser, Holte, & Anne, 2010 quoted in Raziq and Maulabakhsh, 2014: 718).

Sims and Kroeck (1994: 939-947 in Musriha, 2011: 305) suggest that work environment consists of: decision making, warmth, risk, openness, reward and organizational structure. Determinants of individual performance in organization are the individual factor and environmental factor. Work environmental factor in any organization is strongly favorable for individual to achieve job performance. Work environment can be measured through a variety of factors, namely through organizational structure of centralized / decentralized forms, ways of decision making, openness system, relationship between subordinate and supervisor, relation among employee, compensation, reward systems and others (Timpe, 1999: 4). The work environment factors which should be considered are the right coloring, cleanliness, lighting, good ventilation, security and noise at workplace (Musriha, 2011: 305). Sims and Kroeck (1994) explain that a person chooses to work in an organization with a work climate which is well suitable to his/her desires. Podsakoff and McKenzie in Scotter (2000 in Musriha, 2011: 306) argued that the creation of a more attractive work environment can improve the contextual performance and employee commitment.

The employees are the most important asset in all companies. A good working environment reduces sick leave, lowers turnover rates and increases efficiency .Work environment means the physical aspects of a workplace environment can have a direct impact on the productivity, health and safety, comfort, concentration, job satisfaction and morale of the people within it. Important factors in the work environment that should be considered include building design and age, workplace layout, workstation set-up, furniture and equipment design and quality, space, temperature, ventilation, lighting, noise, vibration, radiation, air quality (Elnaga, 2013:



38). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and the work task is accomplished. People are then in the optimum situation for learning, working and achieving, without adverse health consequences, e.g. injury, illness. By emphasizing about all previous factors which is related to work environment job satisfaction will be increased accordingly (Elnaga, 2013: 38).

However, when working environment is improved, the employees are motivated and productivity increase too. Raziq and Maulabakhsh, (2014: 718) went on to say that it is important to know that individuals are motivated differently. Nevertheless, they did not say anything about Autonomy of employees to handle certain obligations on their own in the course of their job performance. That is another remarkable line of difference between their work and this study. They are serious of other books on work environment and job performance which are splendidly written such as “Hierarchy of needs” by Abraham Maslow. Which focus majorly on proposition that people are wanting beings, they always want more and what they want depends on what they already have. He further suggested that human needs are arranged in a series of levels, a hierarchy of importance. The hierarchy is usually shown as ranging through five main levels from the lowest level, psychological needs, through safety needs, love needs, and esteem needs to the needs for self-actualization at the highest level. The hierarchy is often displayed in the form of a pyramid implying a thinning out of needs as people progress up the hierarchy.

Musriha, (2011: 306) revealed that basically human needs are arranged in a hierarchy as follows:

- a. Physiological needs: the need to eat, drink, sex, housing and clothing.
- b. Safety and Security needs (need for job security and a sense of security): namely the need for a sense of peace, freedom from fear, getting a job, and the existence of regulations that provide guidance and direction to act.
- c. Social needs, namely the need for a sense of being recognized and accepted by society members and the environment; the needs for love and to be loved; the needs for affiliation, ownership and other social needs.
- d. Esteem needs (need for recognition), namely, the need for self recognition, power, recognition of status and prestige.
- e. Self actualization needs (the need for self-realization), namely, the need to satisfy yourself by using the maximum capability, skills and potentials.



Nevertheless, he did not say anything about communication which is the method by which action is evoked from the parts of the system in job performance of employees that is the point of differences between that book and this study.

2.1.4 Job Performance

According to Oxford Advanced Learners Dictionary, productivity “is the rate at which a worker, a company, or a country produces good, and the amount produced compared with how much time, work and money”. Productivity is determined not only by the job and incentives, but also by effectiveness in personnel selection. The degree to which some survive is better than others is based upon a complex formula of individual desires, needs, tension strivings, aspirations and other phenomenon (Person, 1991:145). The teachers empowerment, principal’s leadership styles cannot be overemphasized. In present restoring initiatives, principals continue to be accountable to improve the teaching available to all children and to increase the learning of those children while they simultaneously attempt to change the roles and responsibilities for themselves and their teachers (Kritek, 1993:256). These changes include shifts in the role of the principal from “boss” and teachers from subordination and isolation to collaboration and consensus building. There is also need to improve the culture, climate and interpersonal relationship in schools.

According to Short and Rinehart’s (cited in Asogwa 2002:68) research on the nature of teacher empowerment, suggested that there are six dimensions that under guide the construct. Those dimensions are as follows:-

- 1 Decision Making:** The level of Involvement of teachers in decision that directly affect their work.
- 2 Professional growth:** Teachers’ perceptions that the school in which they work provides them with opportunities to grow and develop, to learn continuously, and to expand their own skills through the work life of the school.
- 3 Status:** Teacher’s perceptions that have professional respect and admiration from those with whom they work, that they have colleagues’ support and respect for their expertise and knowledge.
- 4 Self-efficacy:** Teachers’ perceptions that they have the skills and ability to help students learn, are competent in building effective programs for students, and can effect changes in student learning; **Autonomy:** Teachers’ beliefs that they can control certain aspects of their work life; and **Impact:** Teachers’ perceptions that they have an effect and influence on school



life. It is known that a communicator's credibility and social attractiveness are primary factors in changing perception and attitudes, particularly when these changes require novelty and risk. Because a principal's characteristics may be important factors in changing teacher behaviours and attitudes towards participation and empowerment, understanding principal's social influence may be important to restructuring efforts. Thus, the principal's social influence, which include social attractiveness (perceived similarity to teachers) and trustworthiness (Perceived willingness to suppress one's own self-interest for the benefit of the school) enhances the teachers' empowerment. This teachers' empowerment include decision making, autonomy, professional growth, impact, status and self-efficacy as already explained.

2.1.6 Job Performance to Infrastructure.

Infrastructure has been defined in terms of the physical facilities (Roads, Airports, Utility supply systems, Communications system, Water and Waste disposal system etc.) and services (Water, Sanitation, Transport energy) Flowing from facilities (CIDA, 1996).

The office environment in which work employees works and carry out most of their activities can impact on their productivity. The quality and quantity of work generated by employees are influenced by the office environment (Keeling and Kallaus, 1996). While Quible, (1996) points out those poor environmental conditions can cause inefficient worker productivity as well as reduce their job satisfaction, which in turn will impact on the financial well-being of the organization. Most people spend 50% of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Sundstrom, 1994). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and finally improve their productivity. Various literature related to the study of multiple offices and office buildings shows that the factors such as dissatisfaction, disorderly workplaces and the physical environment, loss of employees productivity (Carnevale, 1992; Clements-Croome, 1997).

Office environment can be divided into two components; physical and behavioural. The physical environment relates to the office occupiers; ability to physically connect with their office environment. The behavioural environment is related to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. The physical environment with productivity of its occupant falls into two main categories office layout and office comfort, and the behavioural environment represents the two main components namely interaction and distraction (Amir and Sahibzada, 2010). Employees



in different organizations have various office designs. Every office has unique furniture and spatial arrangements, lighting and heating arrangements and different levels of noise. This study analyzes the impact of the office design factors of employees' productivity. Literature reveals that good office design has a positive effect on the employees' productivity and the same assumption is being tested in this study for the offices of public schools system in Dekina Education Authority.

2.1.6 Office Furniture in Job Performance.

Administrative office managers should be knowledgeable about office furniture. The selection of improper office furniture may be carried out for a long time, as it is often difficult to discard the pre-owned furniture, which is commonly purchased rather than leased or rented. Another issue, which is important to consider in enhancing employees' productivity, is by selecting and using proper furniture and equipment, the important physical factors in the office (Keeling and Kallaus, 1996; Quible et al. 1996). Selecting appropriate office furniture is an important consideration in which office manager needs to pay more attention to make sure that the ergonomic environment is properly maintained. While ergonomic environment is important in increasing employee productivity, adjustable office furniture, such as desks and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day (Burke, 2000).

2.1.7 Legal Environment to work Environment.

According to Pearson R. (1991) The legal environment on administrative systems consists of Acts, which regulate their activities such as conditions of work for employees and financial regulation. The laws that govern the relationship between the employer and the employee reflect society's attempt to achieve a complex balance between keeping employees free from personal injury, prejudice, duress, and unwanted sexual advances and allowing management to pursue its business goals. Thus, while our legal system seeks to protect employee rights, the legal environment also protects management rights. However, given the relative power of employers in the employer-employee relationship, it is fair to say that our laws tend to "level the playing field" by emphasizing protection of the employee (Beverly, Rubin and Bruce, n.d. : 100). For example, the employment Acts make it difficult, if not impossible, to dismiss an employee arbitrarily, without following due process. This has further created a great deal of challenge to teachers' productivity and has informed safe haven for redundancy, since the Legal System prohibits dismissal of employees without long due process, they leverage on their job security to under-perform. The Model financial memoranda, which came into effect



in 1991 stipulates the functions and powers of various categories of staff of the local government system in Nigeria, as well as methods of financial transitions within the system.

2.0 Technological Environment in Relations to Teachers Performance.

Technology is one of the most critical factors in the environment. According to Koontz et al. (1983:93) the term technology “refers to the sum total of knowledge we have of ways to do things” it includes intentions, it includes the vast store of organized knowledge about everything. Technology influences our ways of doing things, how we design, produce, distribute and sell goods, as well as services, Technology influences managerial policies, practices, as well as organizational structure. In Nigeria for instance, information technology explosion has influenced the practice of administration. Many government agencies and parastatals have either made it compulsory that their staff must be computer literate or encouraged them to do so. Many government institutions have been computerized, while others are in the process of doing so.

2.1.9 Social Environment to Teachers Productivity.

According to Koontz et al. (1983:95) “The social environment is made up of the attitudes, desires, expectations, degrees of intelligence and education, beliefs and customs of people in a given group or society. A salient feature of Nigerian social environment is its heterogeneity - about 400 language groups, varying cultures, multiplicity of ethnic and religion groups, perceptual and psychological distance between groups and uneven educational development (Okoli and Onah, 2002:151). The social environment has a great relationship with Teachers performance, the degree of intelligence and education, beliefs of the people differ at times, what is acceptable in one society may not be acceptable in another society, under such conditions Teachers productivity can be either low or high. Thus, social environment may be related to Teachers productivity.

2.1.10 Economic Environment in Relation to Work Environment.

Economic policies of government condition or influence public administration. For instance, the economic reforms of the Obasanjo’ administration, such as, downsizing or right-sizing the labour force, apart from creating panic and anxiety among public servants, also demoralizes things” it includes intentions, it includes the vast store of organized knowledge about everything. Technology influences our ways of doing things, how we design, produce, distribute and sell goods, as well as services, Technology influences managerial policies, practices, as well as organizational structure. In Nigeria for instance, information technology



explosion has influenced the practice of administration. Many government agencies and parastatals have either made it compulsory that their staff must be computer literate or encouraged them to do so. Many government institutions have been computerized, while others are in the process of doing so.

2.1.14 Motivation

The issue of motivation has continually posed a big challenge to business organizations around the globe especially in the manufacturing industries where high levels of productivity affect or play a major role in determining the profitability, growth, development, stability and future success of an organization (Nwannebuife, 2017: ix). Motivation is an important factor for organizational growth (Butt, et al, 2015: 99). Every organization is concerned with what should be done to achieve sustained high levels of performance through its workforce. This means giving close attention to how individuals can best be motivated through means such as incentives, rewards, leadership etc. and the organization context within which they carry out the work (Armstrong, 2006). The success of an organization depends on how well motivated its workers are as well as the extent to which the leaders are equipped with the skills and knowledge of motivation. Motivation is a factor which affects the job performance of staff as well as the overall efficiency of an organization. It is therefore concerned with factors that influence people to behave in a certain way to get them to achieve results (Ogbogu, 2017: 183). Motivation is seen by many scholars (Herzberg, Mausner & Snyderman 1959; Maslow, 1970 & Armstrong, 2006 in Ogbogu, 2017: 183) as a goal directed behaviour which enhances the job performance of workers. They affirm that well motivated workers perform maximally. This implies that people are motivated when a valued reward which satisfies their needs is attached. Employee motivation is therefore important to job performance and organizational well-being. Motivation according Schein (cited in Croft 1996:46) can be defined as “impulses that stem from within a person and lead him to act in ways that will satisfy those impulses. “In other words, the concept, motivation, implies that there is some driving force within individuals, which drives them to attempt to achieve a goal or objective in order to satisfy their need or needs (Croft, 1996:46) Flipppo (1988:5) sees motivation as a way of encouraging people to work better in organization. He stresses further that motivation is a work a manager performs to inspire, encourage, persuade or impel people to perform most effectively in an organization. Musriha, (2011: 306) conceptualizing motivation drew from the following sources:



- a. According to Robbins (2003:208), motivation is a process that produces an intensity, direction, and individual perseverance in the pursuit of a goal.
- b. Luthans (2006:270) states that motivation is a process that begins with physiological or psychological deficiency that drives the behavior or encouragement intended for achievement of goal or incentives.
- c. Rusbult et al. in Gupta (1991) state that a motivation is giving an impetus to the individual to direct his behavior; it will cause an individual to work and encourage him to work better. In the end there is interest to improve his performance.

It is important not just to hire capable individuals but also to use strategies to inspire them to do their best. This is because; it has been found that well motivated individuals have direction and persistence of action even in the face of difficulties and challenges (Armstrong, 2006). Motivation has overtime become a major factor for influencing the productivity of workers in organizations (Evans, 1999). Organizations should therefore provide the context within which high levels of motivation can be achieved by providing incentives, rewards satisfying work environment, and opportunities for learning and growth. Importantly, managers have a major part to play in using their motivating skills to get people to give of their best and to make good use of the motivational processes provided by the organization (Ogbogu, 2017: 183). Osabiya, (2015: 65 quoting Mullins, 2005; Armstrong, 2006) classified motivation into Extrinsic motivation and Intrinsic motivation:

Extrinsic motivation

It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005;

Armstrong, 2006). Motivation that is considered extrinsic stems from outside of the performer. Money can be said to be the greatest example, nevertheless coercion and the fear of punishment are also common extrinsic motivations. In various organizations, Competition is seen as extrinsic since it encourages the performers to win and outwit their rivals, rather than appreciate the intrinsic rewards associated with the activity (Nwannebuife, 2017: 12).



Intrinsic motivation

This is related to psychological rewards such as the opportunity to use one's ability. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner, Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals. Other forms of intrinsic motivation are employee's relationship with co-workers as well as their managers which are factors that may influence an employee's productivity levels in an organization. Intrinsic motivation derived from within an individual or from the nature of the work itself, positively influences behavior, wellbeing and productivity (Deci&Ryan, 2000\)

Interactive Motivation

Alvesson and Kärreman (2007) identified and describe three interactive motivation factors – norms, reciprocity and identity. These factors have a social dimension since they reflect the relationship between the employee and others in the work environment.

According to Omale (2006:127) Taylor suggested the following for greater productivity:

1. That each worker should be (scientifically) selected and trained for the Job for which he or she is best suited.
2. That a careful study should be made of the worker's body movements to discover the one best method of performing an activity in the shortest time possible.
3. Workers should be paid according to their individual output. The above agrees with Moorhead and Griffin 1995, which maintain that motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behaviour.

According to Pinder (1984), direction refers to the fact that motivation is goal-oriented, not random. People are motivated to arrive at work on time, finish project a few hours early, or aim for many other targets

3.3 Theoretical Perspective

Framework of analysis adopted for This Study is the Modern Organization Theory .

The classical and the Human Relations schools were succeeded by the modern organization theory. The theory is best represented in the works of March and Simon (1958) and Haire(1959). It was based on a view that the only meaningful way to study organization is to study it as a system. According to Lucey (Quoted Croft 1991: 55), "A system is a set of



interdependent parts that together form a whole or perform some function - the parts must be interdependent or/and Interactive.” The modern organization theory therefore treats organization as a system of mutually dependent variables. It studies the key elements in an organization: how they interact with one another, and the influence of the environment. Each system is composed of subsystems e.g. the organization has financial, production; and marketing subsystems.

“The modern organization theory” according to Scott (1978:280), “asks a range of interrelated questions which are not seriously considered by both the classical and the neoclassical schools:

- (1) What are the strategic plans of the system?
- (2) What is the nature of their natural dependency?
- (3) What are the main processes in the system which links the parts together? And facilitate their adjustment to each other?
- (4) What are the goals sought by systems?

The theory identified the following parts of the system. The individual and the personality structure he brings to the organization; the formal organization “interrelated pattern of jobs which make up the structure of the system” (Scott, 1978: 281); the informal organization; status and role patterns; and physical environment of work.

According to the modern organization theory, all the parts of the system mentioned above interact and are linked together through the following processes:

- (1) Communication which is “the method by which action is evoked from the parts of the system. Communication acts not only as stimuli resulting in action, but also as a control and coordination mechanism linking the decision centers in the system into a synchronized pattern” (Scott, 1978: 282). Organization, is therefore, composed of parts which communicate with each other, receive messages from the outside world, and store information.
- (2) Balance, which “refers to an equilibrating mechanism whereby the various parts of the system are maintained in a harmoniously structured relationship to each other” (Scott, 1978: 282). There are three goals of organization which may be either intermeshed or independent ends in themselves: growth, stability and interaction, (Scott, 1978: 282). It is important to note that the modern organization theory is not a unified body of thought. “Each writer and researcher has his special emphasis where he considers the system” (Scott, 1978: 280). The



most unifying factor is that they look at the organization in its totality. But are there differences and similarities between the modern organization theory and the General Systems theory? The answer is “yes”. They share the following similarities (Boulding, 1956, P. 200- 202).

- (1) The parts (individuals) in aggregates and the movement of individuals into and out of their system;
- (2) The interaction of individuals with the environment found in the system;
- (3) The interactions among individuals in the system;
- (4) General growth and stability problems of systems.

Both theories also look at the organization as an interrelated whole. Nevertheless, they differ in terms of their generality. Whereas modern organization theory focuses primarily on human organization, the general systems theory is concerned with every level of system. The objective or goal of the general systems theory is to create a universal science of organization, using common organizational elements found in all systems, as a starting point.

The modern organization theory has certain advantages. Its distinctive qualities comprise its conceptual analytical base, its reliance on empirical research data, and most importantly, its integrating nature. The importance of modern organization theory is further stated by Scott (1978, P. 288).

Human behaviour in organization, and indeed, organization itself cannot be adequately understood within the ground rules of classical and neoclassical doctrines. Appreciation of human organization requires a creative synthesis of massive amounts of empirical data, a high order of deductive reasoning, imaginative research studies, and a taste for individual and social values. Accomplishment of all these objectives, and the inclusion of the system, appears to be the goal of modern organization theory.

3.0

METHODOLOGY

The researcher asked three broad questions. Are the buildings of public schools adequate and up to standard? Does furniture and fittings impact on teachers' productivity? Does the provision of health care facilities affect teacher's productivity? The data used in this study were collected from both primary and secondary sources. The primary method was research instrument (questionnaire) and oral interview. March, Haier and Simon Modern organization theory provides the framework for this study.



This research used quantitative research methodology in order to effectively achieve its objectives. Quantitative methods come from the academics and its emphasizes serious belief and trust in figures which are used to stand for opinions and concepts. The data were collected through primary and secondary sources of information.

Questionnaire and interviews were the sources of primary data.

(a) The Questionnaire instrument: This instrument will be used to collect the teachers' knowledge on the work under study. Also their values, preferences, attitude and beliefs will be solicited for. The questions will help to illicit information from the respondents especially those that lived far away from their respective schools.

(b) Interview: There will be on line interview between the investigator and the chief supervising principal, Head of supervision unit and other supervisors to clarify some of the policies on the rewards and incentives. Also, oral interview will be conducted in various selected public schools among male and female teachers, principals and vice principals. This Method will be of utmost importance in that it enables the researcher to obtain information from his interviewees through personal contact.

(c) Secondary Data:

The researcher will extensively collect data from text books, magazines, journals, newspapers and official documents. This source will extensively help in this work as relevant articles and publications on the topic will be consulted and vital information shall be obtained. All the information obtained from this source, will be used to supplement the data gathered from the primary source

Research Instrument

The research was carried out by the use of a questionnaire. A questionnaire is a written list of questions, the answers to which are recorded by respondents (Kumar, 1996). The vital goals of a questionnaire are to collect accurate data with maximum reliability and validity, and to obtain information relevant to the objectives of survey. Questionnaires are ubiquitous and employed more frequently than other methods (Cooper and Schindler, 1998). In the questionnaire, respondents are required to read questions, interpret what is expected and write down or record with answers independently (Kumar 1998:30)



Table 4.2.1: Distribution of the respondents about their sexes

GENDER	FREQUENCY	PERCENTAGE
Male	170	58%
Female	130	42%
Total	300	100

Table 4.2.2: Distribution of respondents' ages

Age (in years)	
Up to 30 years	60
31 – 40 years	85
41 – 50 years	100
51 – 60 years	55
Total	300

Table 4.2.3: Distribution of respondents about their Educational Qualifications

Educational level:	
N.C.E	120
Degree Holders	155
Masters and above	25
Total	300

Table 4.2.4: Distribution of respondents' designation

Teaching Staff	205
Non-Teaching Staff:	95
Total	300

Table 4.2.5 Years of work experience of respondents

(1-5) years	25
(6-10) years	45
(11- 15) years	50
(16-20) years	80
(21-25) years	65
(26-30) years	35
Total	300

Table 4.3.1 Responses to the Question whether the buildings are adequate and up to standard?

ITEMS	A	B	C	D	E	Total of responses and percentage
	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided	
The buildings in public schools are adequate and up to standard. Such as classroom blocks, Administrative blocks, meeting halls, Libraries, Laboratories, clinics, canteens, Urinary, toiletries	5	4	3	2	1	
	1 (1%)	45 (29%)	14 (3%)	150 67%	0	210 (100%)

Source: Fieldwork 2017



Table 4.3.2: Responses to the question whether furniture and fittings impact on teachers' performance in public schools.

Items	A	B	C	D	E	Total of Responses and percentage
	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided	
Teachers are provided with tables, chairs, ceiling fan, wall clock, refrigerator, television, cupboards padlocks, air conditioner, standing fan etc. facilities like (canteens, first Aid boxes, urinary, toiletries etc.)	5 25 (%5)	4 30 (%14)	3 80 (%30)	2 70 (%25)	1 5 (%2)	210 (%100)
Tutorial staff of school in Dekina Education Zone are provided with working materials (like teaching aids science and technical equipment table, chairs, diaries chalks textbooks etc.	10 (%4)	70 (%34)	60 (%28)	65 (%30)	5 (%4)	210 (%100)

Source: Fieldwork 2017.

Table 4.3.3: Responses to the question whether teachers are provided with health care facilities.

ITEMS	A	B	C	D	E	Total of Responses and Percentage
	S. A	A	D	S D	UND.	
Tutorial staff of schools in Dekina Educational Zone are provided with Health care facilities(like sick Bays, first aid boxes, drugs, urinary, toiletries, waste disposals, couch, science and technical equipment. Etc	5	4	3	2	1	
	7	75	63	64	3	210
	(%3)	(%35)	(%29)	(%30)	(%1)	(%100)

Table 4.3.6: Responses to the Question on Whether in Service Training and Seminar/Workshops Are Provided to Teachers

	A	B	C	D	E	
	Very Adequately	Adequately	Inadequate	Very Inadequate	Un Decided	Total of Response and percentage
	5	4	3	2	1	
In-service training and seminar/ workshops are provided to teachers in Dekina Education Zone	5 3%	10 4%	65 32%	120 57%	10 4%	210 100%

Source: Fieldwork, 2017.



4.0

RESULTS AND DISCUSSION

Unconducive work environment resulted in low productivity in public school system in Dekina Education Authority. Four hypotheses were stated and data collected through administration of questionnaire used to test and validate “ There is unconducive work environment in Dekina Education Authority,” hence, low productivity by teachers. The findings revealed that our schools lacked adequate buildings, like class rooms, libraries, laboratories, computer units, security units, health care units, science and technical equipment, chairs, tables, ceiling fans, televisions, refrigerators, wall clocks, electric bulbs and school buses. As reported, those earlier supplied had been vandalized. And the Principals because of lean financial resources cannot provide them. This implied that lessons are not properly and adequately delivered by teachers to students. Furthermore, information ordinarily stored in diaries, registers, time book etc cannot be accessed by the teachers, zonal office and other relevant bodies. Such effects has never and will never encourage effective teaching and learning in our schools.

The health facilities provided are near absence as almost all the schools lack the facilities. The consequence is that, teachers and students alike access health facilities outside the school premises. The implication is that teachers and students absent themselves from the school on excuses of going to get medical attention from medical stores and health clinics/hospitals. It becomes disheartening when one observed that some private nursery and primary schools have clinics where minor illnesses could be attended to without disrupting school activities. The researcher also discovered that teachers in Dekina Education Authority were not assisted with loan facilities such as housing and personal car loans like is done to their counter-parts in the federal civil service. Teachers were treated that way on the premise that teachers employed in the system were too many.

Makoju quoted in Abonobi (2011:30) however, asserted that, there was no reliable and up-to-date data system in Nigeria. This assertion by Makoju debunked the misconception of high numeral strength of teachers.

This non availability of loan poses great stress to our teachers who are harassed, intimidated and humiliated by greedy landlords who will like to have instant payments of their rents without reference to teacher's predicament.

The finding also showed that no teacher in Dekina Education Zone benefited from the monetization policy of the government even when most of the teachers were better educated,



performed greater functions, and were earlier employed (that is most senior in seniority list) by the same government.

Our findings equally revealed that most of our schools lacked accommodation and the available ones are in a serious state of dilapidation. Our schools are not properly and adequately secured as the available security men are old and grossly inadequate as young vibrant responsible able bodied men had jettisoned the security job in search of other seemingly lucrative jobs. This had led to stolen and vandalization of school equipments the research revealed. Government decision not to continue with payment of Parent's Teachers' Association (PTA) levy made the security situation more precarious. The over-head or running cost to the principals for the up keep of schools was irregularly paid. This makes it exceedingly difficult for principals to provide basic requirements in the schools. This finding had in most cases degenerated and constituted serious problem between the principals and teachers. At times, some not well-informed teachers and those teachers who had axe to grind with the principal capitalize on the inability of the principal to provide those basic requirements to incite the students to protest or become riotous.

The researcher regrettably discovered that some principals and teachers aid and abate examination malpractices. They force students to pay money not only to bribe the invigilators and supervisors of those external examinations to allow students free hand to cheat in a more sophisticated manner but to make their own ends meet. Another important aspect of any profession which is training and re-training or in-service training is very much lacking in Dekina Education Zone. For some teachers are not exposed to some professional meetings, seminars and conferences to up-date their knowledge especially in this technological/digital age. It was discovered that teachers in some subjects like physics, chemistry, geography, history etc are over-loaded. Such teachers have thirty periods or more in a week. The teachers get frustrated, discouraged and instead resort to absenteeism.

The researcher also discovered that, the supervision unit of the board in the zonal office has enormous duties to discharge hence their main functions are as follows:

- (a) To regularly visit schools in the zone for purposes of supervision of teaching and learning activities.
- (b) To have on-the-spot check of schools.
- (c) To gather returns from schools and submit to the zonal office for onward transmission to the headquarters at Lokoja.



- (d) To assist the principles in the enforcement of law and order in the school.
- (e) They prepare and submit monthly reports to the headquarters for information and necessary action.

The above very critical assignments are not being adequately prosecuted because of lack of mobility. There is no single official car for this assignment. At the point of writing this report, the officers only use their personal cars for this assignment and at times the deplorable road condition will force them to charter commercial vehicle for this assignment, which cost higher and more risky than in the event of official car and the use of their personal vehicles.

There is a significant relationship between work environment and job performance of teachers in Dekina Local Government. The working environment elements; for example presence of office buildings, availability of health care facilities and availability of furniture and fittings. These results indicate that the physical component of the work environment has the strongest effect on the job performance level of Teachers. Elements such as level of distraction (noise), work interaction and privacy are not considered important by the teachers' performance, but presence of buildings, availability of health care facilities such as sick bays to teachers and availability of furniture and fittings are considered important in terms of better performance of teachers as these have significantly effect on the output (performance). However apart from working environmental factors, socio demographic factor like years of experience seem to have an effect on employees' self-rated performance hence this needs to be handled through improved motivation to classroom teachers and even for non-academy staff of the public schools in Dekina Local Government and beyond. Although, health facilities was not too significant at 5% (0.05) level, but it is necessary to the job performance of the teachers in Dekina Local Government in Kogi State.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

In this research work, the researcher identified that unconducive work environment resulted in low productivity by public school system in Dekina Education Authority. Four hypotheses were stated and data collected through primary and secondary sources were used to test and validate them. Furthermore, findings based on analysis were stated and some recommendations made. To conclude, therefore, optimal and impressive performance by teachers cannot be achieved without conducive work environment. No conducive work environment without health care facilities, adequate buildings, functioning furniture and fittings, befitting



accommodation, vehicle loans, and so on. It is obvious that almost all the above items were absent or lacking, science and technological equipment have been vandalized where available, the few available ones are over-stretched, hence, low productivity and unimpressive performance by teachers in Dekina Education Zone.

5.2 Recommendations

For teachers to perform optimally, conducive environment must be provided:

(1) Teachers must be paid living wage and regularly too. Government should provide teachers with adequate fringe benefits like leave allowances, vehicle/housing loans, bonus, medical services. From the Hawthorne experiments, we discover that workers are not labour rooster; they have other intrinsic needs that motivate them in the organization. When they are given recognition, for instance, when delegated they perform better.

(2) Since no nation can rise above the level of her teachers, no stone should be left unturned in an effort to have highly motivated teachers from whom we can justifiably expect excellence. A teacher who is hungry, frustrated, and looked down upon by the society including his own students cannot be an excellent teacher. Accordingly, the teachers should be provided with houses on owner occupier basis.

They should also be provided with highly subsidized vehicles and the balance cost of such vehicles deducted installmentally from their monthly salaries. This will go a long way in making the teachers comfortable and improve their productivity.

(3) Teachers as professionals should be paid the same salary, the current disparity in the salaries paid to teachers and their counter-parts in the federal civil service should be streamlined. This is a major of bickering, low morale and low productivity in the state education system. The Nigerian government has over the years claimed to be interested in education but does not seem to be helping matters as it treats teachers' welfare with levity and disdain.

(4) Disparity in salaries and wages among public servants constitutes another barrier to productivity. The Nigerian worker has become endangered species. This should not be so public servants deserve more than they are getting at the moment. Delaying further on the implementation of the agreed minimum wage in the face of apparent recklessness of government and its officials is a recipe for social discontent. A good wage structure should



help bridge the gap between the lowest and highest paid workers. There is need for wealth redistribution in our country through proper remuneration.

(5) Principals of schools should be given prompt and adequate subvention or running cost to enable them provide essential materials like lesson notes, diaries, class attendance registers, chalks etc. The provision of these very vital materials and others will go a long way in not only enhancing teachers' performance but promoting harmonious industrial relationship within the system. Unequivocally, the non-provision of these all-important materials creates crisis situation in schools as some teachers absent themselves from school and classes. The students on the other hand turn the school into theatre of bullying, loitering, and exhibit other deviant behaviours which invariably affect the wider society.

(6) Schools should be provided with health facilities like, sick bays, clinics/first aid boxes, canteens, urinary, toilets etc. In most unity schools, clinics are provided and children attended to in cases of minor illnesses whereas, in state-owned schools the opposite is the case. Failure to provide these facilities provide veritable pedestals for both students and teachers to engage in absenteeism and truancy which are the greatest banes of the school system.

(7) Our schools should be provided with adequate science and technological equipment. The importance of these equipments in the teaching and learning process cannot be overemphasized. The effective and efficient utilization of the equipment in the delivery of subjects makes lessons taught not only indelible but enables students to practice on their own and be self-reliant in future.

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