

EFFECT OF FACILITIES PERFORMANCE ON STAFF SATISFACTION AND JOB PRODUCTIVITY IN GOMBE STATE UNIVERSITY

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ABSTRACT

The paper aimed to assess the effect of facilities performance on staff satisfaction and job productivity in Gombe State University with a view of improving effective and sustainable facilities performance that will lead to staff satisfaction which can enhance job productivity. Respondents for this study were 1174 both teaching and non-teaching staff of the university. A survey research was carried out through the use of questionnaire instrument. A total of 285 questionnaires were administered to staff, out of which 260 were retrieved. The stratified random sampling technique was adopted for the study, while data obtained from the field were analyzed using multiple regression. Findings revealed that variance in the dependent variable (facilities

Introduction:

Facility performance plays a prominent role in an organization's performance, productivity, and livability of the organization's facilities. FM has a high impact on people's productive, business model, and workplace environment (Alsayyari, Alblawi, Nawab, & Alosaimi, 2019). Physical environment as an aspect of the work environment has directly affected the human sense and subtly changed interpersonal interactions and thus employees commitment (Ajala, 2012). The workplace environment is the most critical factor in

performance) is explained by the independent variables (staff satisfaction and productivity). Participants predicted facilities performance is equal to $2.029 + .294$ (satisfaction) + $.070$ (productivity). Both productivity and staff satisfaction were significant predictors of facilities performance but satisfaction is more significant. The study concluded that facilities performance have a significant impact on staff satisfaction and job productivity. The study also recommends that the university management should place more importance to staff's satisfaction by providing necessary facilities conducive for work environment.

KEYWORDS; Facilities performance, staff satisfaction, job productivity

Keeping an employee satisfied in today's business world (Kolade & Oladipupo, 2019). Today's workplace is different, diverse, and constantly changing. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011). Every organisation wants to have employees with the necessary skills for achieving its organisational needs, employees who are committed to organisation and have high performance. Therefore, any organisation competing for the best employees, need to do something to attract potential employees. One of the things that can be done to attract potential employees is to establish a pleasant working environment (Kolade & Oladipupo, 2019). Performance may be evaluated in terms of job satisfaction an employee had on specific job role over a period of time. The performance of a given worker will be assessed relative to job description set out for employees doing the same work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame (Jalal, 2016). Performance measurement provides the basis for an organisation to assess how well they are progressing towards their predetermined objectives, helping to identify areas of strengths and weaknesses, and support in the allocation of resources with the goal of improving organisational

performance. Maintenance activities in a company need to be monitored, controlled, and improved from time to time to produce an effective system (Samat, Kamaruddin & Azid, 2011). Today maintenance is an important issue for any organisation (Parida & Kumar, 2006). The need to identify, assess, manage and monitor the organisation's performance is becoming a critical issue to attain sustainability. Adopting a strategic approach to facilities management is becoming a key activity and the norm for an organization (Saleh, Kamarulzaman, Hashim & Hashim, 2011).

According to Abdullahi (2018) Nigeria has 372 higher educational institutions (HEIs). However, it has been identified that most Nigerian universities are operating without adequate facilities that can cope with the rising number of student enrolments every year. Commenting on the limited facilities at many Nigerian institutions, the assessment of Needs Assessment of Nigerian Public Universities (2012) noted that there has been a problem of overcrowded of lecture rooms, theatres and accommodation facilities; deteriorating and insufficient physical facilities (Abdullahi, 2018). Vidalakis, Sun and Papa, (2015) reveal the potential of FM to evaluate existing facility quality in order to improve the physical performance and appearance of a building and its systems, increase operational efficiency and offer higher levels of user satisfaction. Poor and unsafe workplace environment, result in significant losses for workers, their families, and national economy. A conducive workplace environment that aid the performance of work automatically improves productivity and increased customer satisfaction (Ajala, 2012). University staff members make valuable contributions essential to the overall success of a college or university (Sales, 2015).

Organisations such as higher learning institutions require an efficient and effective facilities management system in terms of providing good services to the users. If the building and other facilities are not managed properly, it will impact the organisation's performance and productivity. Due to this matter, this paper wishes to assess the effect of facilities performance on staff satisfaction and job productivity in the study area.

LITERATURE REVIEW

Review of relevant studies on the assessment of facilities management performance

There are several management tools and areas of concentration while measuring the performance of a Facilities Management Unit in order to determine its contribution to the core business of the organization it serves. Some common management tools being used include, performance measurement (Amaratunga & Baldry, 2002; Amaratunga & Baldry, 2003; Pitt & Tucker, 2008), activity measurement (Ismail, 2010), balance score-card (Umashankar & Dutta, 2007), and benchmarking (Loosemore & Hsin, 2001). These management tools could be used to measure the general performance of the Facilities Management Unit while some are most suitable for assessing customer's satisfaction (Loosemore & Hsin, 2001; Tucker & Pitt, 2009). Facilities Management customers include senior management and the complementary units responsible for the execution of the core functions of the organization. The customer's satisfaction can be measured through realistic evaluation of Facilities Management performance at the work place interface, where the output of Facilities Management activities serves as input to other units which in turn determine their output in the performance of the core functions of the organisation.

Impact of facilities management services on users' performance

The core objectives of any University are to provide in-depth knowledge, seek academic development, educate students, and coordinate national development demands. To be able to deliver these key roles effectively, institutions need to have substantial infrastructure (facilities). However, having facilities is not enough, maximizing the use of the facilities through efficient management approach is much more vital. This is because people, process, and technology are intricately linked to each other. They must therefore be managed efficiently towards achieving organizational goal (Oladokun & Ajayi 2018). Effects of facilities and FM services on users and the university system at large have been reported in the literature. For

instance, a direct relationship has been established between the quality of school facilities and the quality of the products (graduates) of schools (Asiabaka, 2008). FM services including cleaning and maintenance have been found to have direct effects on students' academic performance while catering and security services have impact on the satisfaction level of both staff and students (Oladokun & Ajayi, 2018) Cabble and Davis (2004) submitted that poor FM practice could result in inadequate functioning facilities; excess facilities not contributing to the organization's mission; and cost inefficiency, inadequacy and unavailability of facilities for future needs. These are pointers to the fact that FM has a great impact on efficiency or otherwise of staff and students.

The importance of identifying the views of different groups of users has also been stressed. Fianchini (2007) reported the findings of one of the groups commissioned by the management of The Polytechnic of Milan, Italy, to investigate evaluation methodologies of building performance and decay. The study affirmed the importance of decreasing financial allocation from government the major financier, due to dwindling economic situation. Consequently, this is affecting the maintenance of facilities in tertiary institutions. NUC (2006) reported that facilities in most Nigerian universities are in deplorable state. Therefore, every piece of information that can help the universities' administrators and facilities managers in particular to give the best service to their customers in the face of dwindling resources is necessary at this time.

Measuring Staff Productivity as a tool

Work productivity, in its simplest definition, is the output per unit of input, for example production output per labor hours. The measurement of individual worker productivity is of interest from several perspectives. For a society or an industry, worker productivity is one of many factors that contribute to indicators of the success of the workplace or the well-being of that business or society Beatom (2015). Loss of either type of productivity (cost or ability/difficulty) has often been quantified by days absent from work (absenteeism). Equally important are the difficulties

experienced on the job, where the person is working but perhaps with some difficulty or inefficiency, referred to as at-work productivity loss or at-work disability.

The first thing to consider when measuring productivity within an organization is why it is being measured. Depending upon the purpose of measuring productivity, there is an array of different stances from which it can be measured public health England PHE (2015).

Review on work environment and employee performance

Studies have been carried out on work environment as a factor that determines employee performance. In their studies, Jain and Kaur (2014) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, social needs and their need to stay in the organization. They also analyzed the impact of perception of work environments on employee commitment and turnover in the organization. They concluded that if the employees are provided with enabling work environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence low turnover rate. Ajala (2012) indicated that workplace environmental elements such as sufficient light, absence of noise, proper ventilation and layout arrangement substantially increase employees' productivity. Kolade & Oladipupo (2019) investigated the impact of workplace environment and infrastructure on employees' performance from the education in Pakistan and concluded that incentives at workplace had a positive impact on employees' performance. It is evident from these studies that a good workplace environment plays a very vital towards increasing performance of employees in general.

Relationship between Working Environment and Job Satisfaction

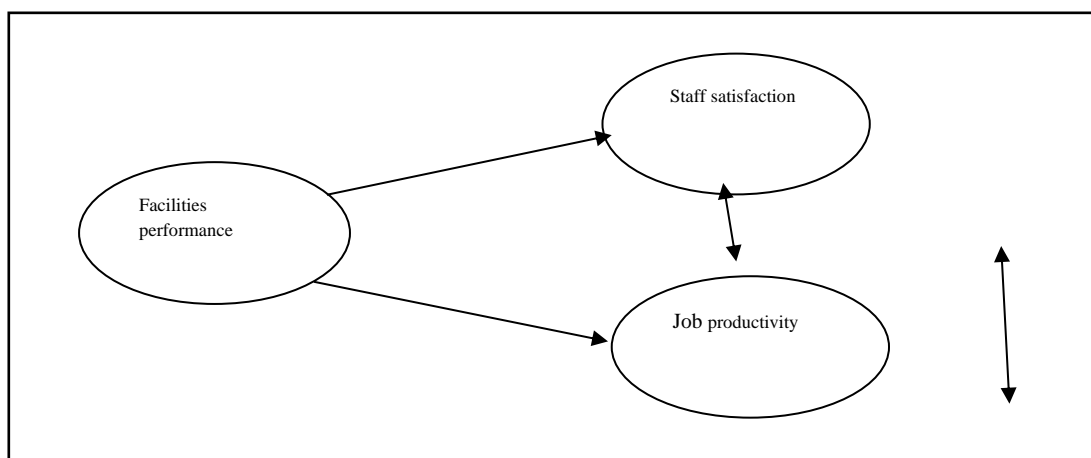
Various studies in the past have tried to explain how the work environment in different areas plays an important role. Hytter (2008) concluded that work environment has only really been discussed by people from the industrial perspective, meaning that the focus has primarily been on the

physical sides such as noise, heavy lifts, toxic substances and their exposure etc. Dento (2005) found out was that the environment also plays an important role in the employee's decisions of either staying with or leaving the organization. Through research in Pharmaceutical industry. Kabir (2011) also found that working environment played an important role in the employee's job satisfaction.

Conceptual Framework

A better workplace environment will lead to better outcomes and increased productivity. Better physical condition of office will boost the employees and ultimately improves their productivity. Various studies of multiple offices and office buildings indicated that factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employee's performance (Briner, 2014). Facilities provide essential support for human resources for the attainment of the organisational goals. For universities, one of the important goals is to attract the best students and retain quality staff. Effects of facilities and FM services on users and the university system at large have been reported in the literature.

The conceptual framework in this study examines the interconnection between the variables in this study. It explores how the independent variable interacts to influence or determine the dependent variable.



METHODOLOGY

It's a qualitative research, respondents were 1174 both teaching and non-teaching staff of the university. A survey research was carried out through the use of questionnaire instrument. A total of 285 questionnaires were administered to staff, out of which 260 were retrieved. The stratified random sampling technique was adopted for the study, while data obtained from the field were analyzed using multiple regression.

RESULTS AND DISCUSSIONS

Multiple regression analysis was carried out to determine the effect of facilities performance on staff satisfaction and job productivity in Gombe State University. The results were presented accordingly.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 ^a	.207	.201	.34954

The coefficient of determination (r^2) is an estimate of the percentage variation in the dependent variable (P) which can be predicted from the independent variable (satisfaction and productivity). This coefficient demonstrates how well the multiple regression model fits the data. A value close to 0 shows a weak fit whereas a value close to 1 implies a good fit. The r^2 - value of 0.207 in Table 9, indicates that 20.7% of the variation in dependent variable can be explained by the predictor variable of facilities performance, identified in the regression equation.

Table 2: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.215	2	4.107	33.619	.000 ^b
	Residual	31.399	257	.122		
	Total	39.614	259			

Table 2 shows the statistical significance of the analysis. The result shows that the regression is good for the analysis since it has significant value of “.000” which is less than .05. Hence $p < .0005$.

Table 3: Path coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.029	.144		14.048	.000
	PRODUCTIVITY	.070	.038	.110	1.813	.071
	SATISFACTION	.294	.044	.401	6.642	.000

The beta (β) coefficients reflected in Table 3, are the values for the regression equation for predicting the dependent variable from the independent variable.

A multiple linear regression was calculated to predict dependent variable (facilities performance) based on independent variables (staff satisfaction and productivity). A significant regression equation was found ($F(2,257) = 33.619, p < .000$, with an R^2 of .207). The results show how much of the variance in the dependent variable facilities performance is explained by the independent variables (staff satisfaction and productivity). Participants predicted facilities performance is equal to $2.029 + .294$ (satisfaction) + $.070$ (productivity). Both productivity and staff satisfaction were significant predictors of facilities performance but satisfaction is more significant. Similar study by Manu (2015) on the effects of work environment on employees' productivity in government organisations find out that work environment was statistically significant to the productivity of employees. Also, Ajala (2012) studied on the influence of workplace environment on workers welfare and productivity in government parastatals of Ondo State, Nigeria and the results showed that workplace features and good communication network at workplace have effect on worker's welfare, health, morale, efficiency, and

productivity. Work environment strongly influences the extent to which employees are engaged at their workplace and committed to the organisation. Thus if the work atmosphere is not conducive, it causes a very big threat and problem to the productivity of the company (Fotabong, 2012).

Conclusion

In view of the research conducted, it was found that the determinants of the working environment (facilities performance) have a significant impact on staff satisfaction and job productivity. Staff who are satisfied with their jobs, understand the type of impact that their performance will have on productivity in the University. Satisfied staff tend to be more efficient and productive to do their jobs, this will lead to enhanced work performance and increased productivity. Improvement in employee work performance, adds value to productivity processes. Staff considered the university to be pleasant and comfortable place to work as well as greater job satisfaction which led to happier and more productive workers. Greater employee satisfaction levels are the key to success for overall organisational performance.

Recommendations

The study recommends that university management should place more importance to staff's satisfaction by providing necessary facilities conducive for work environment. This is because the finding from this study shows that, when staff satisfaction level increases, so does their job productivity and also, the university management should try as much as possible to build a work environment that attracts, retain and motivate its staff so that to help them work comfortable and increase the university productivity.

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